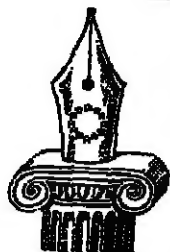


# FINANCIAL TIMES



Emu and budgets

How to kill  
a good idea

Europe, Page 18



Berlin

Freeriding  
days are over

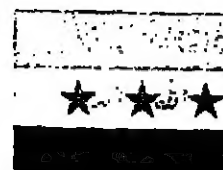
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Family planning

Issues of  
succession

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TOMORROW'S  
Weekend FT  
Dead men  
don't testify

World Business Newspaper

FRIDAY JANUARY 12 1996

## BP to cut refining by 30% and take \$1.1bn charge

British Petroleum plans to sell two refineries and close another as part of changes that will reduce its worldwide refining capacity by 30 per cent. To cover the costs of selling the refineries at Lima in the US state of Ohio and at Lavera, France, and of closing part of the Netherland refinery in the Netherlands, BP will take a \$1.1bn charge in the fourth quarter of 1995. Page 21; Lex, Page 20; An exercise in self-help, Page 19

**Italian government quits:** Prime minister Lamberto Dini's government resigned, launching Italy into a new period of political uncertainty. Page 20

**Thatcher seizes UK premiership:** Former British prime minister Baroness Thatcher snubbed a call by her successor John Major for unity among the ruling Conservative party to which they both belong. Page 20

**Mahathir urges Malaysian export drive:**

Malaysia's deepening balance of payments deficit prompted prime minister Mahathir Mohamad to call yesterday for a fresh export drive. Low growth could make developing countries aid-dependent and prey to social instability, he told a Kuala Lumpur conference. Instead companies would be encouraged to tap foreign markets in an export drive aimed at maximising the benefit from economies of scale. Page 20

**Lombard plans mining demerger:** UK-based mining and trading group Lombard is considering plans to split off its mining interests into a new quoted company valued at more than £1bn (\$1.55bn). Lombard annual profits were 40 per cent higher at £151m. Page 21; Lex, Page 20

**Writes fly:** Guy Snowden, chairman of US lottery equipment company GTech Corporation, issued a writ for defamation, against Richard Branson, chairman of UK retail to travel group Virgin, over an allegation of bribery made on TV. Page 6

**Orange float date:** Digital mobile phone network Orange, owned by Hong Kong's Hutchison Whampoa and British Aerospace, is to be floated in London and New York in March provided world share prices hold up over the next few weeks. Page 21

**Estonia wreck to be covered:** A consortium led by Sweden's NCC has been commissioned to cement over the wreck of the passenger ferry Estonia, which sank in the Baltic Sea with the loss of 852 lives in 1994. Relatives of victims protested at the Swedish government's decision not to salvage the ship.

**Sick premier requests meeting:** Greece's 76-year-old prime minister Andreas Papandreu, who has been in hospital for seven weeks, has asked to see the president amid speculation that he intends to resign. Page 2

**Polish shipbuilding loss:** Poland's shipbuilding industry made a net loss of about \$7m in 1995 despite strong orders. "The main reason... is their technological obsolescence after years of stagnation in infrastructure investment," Jerzy Doerfer, head of the industry's Ship-building Forum, said.

**Crew rescued:** The 24 crew of a Greek-registered cargo ship which was sinking in the Atlantic off Newfoundland were rescued by a Canadian fisheries patrol boat.

**Bank chiefs held:** Two vice-presidents of Banco Portugal do Atlântico, Portugal's biggest commercial bank, have been arrested on money laundering charges, the US Customs Service said. Antonio Delgado, 39, and Filipe Vaki, 57, are accused of using offshore banking facilities to launder funds from the bank's Wall Street branch.

**Irian Jaya captives:** Pro-independence rebels in Indonesia's Irian Jaya were believed responsible for kidnapping 24 people - including four Britons, two Dutch people and one German - in a remote valley.

**FT journalist freed:** Paul Adams, Financial Times Nigeria correspondent, was released on bail after being held since last Thursday in the oil city of Port Harcourt. He has been accused of possessing seditious material. Page 8

**Hell's image updated:** Hell - the eternal destination of sinners according to Christian doctrine - is not a flaming pit peopled by demons and devils, the Church of England says. A new church report says it is a state of non-being.

STOCK MARKET INDICES		
New York: Dow Jones Ind. 5,857.15 (+24.21)	NASDAQ Composite 1,005.42 (+15.21)	
London: FTSE 100 3,574.92 (+24.4)	FTSE 100 3,574.92 (+24.4)	

US LUNCHTIME RATES		
3-month Treasury bill 5.74%	3-month Treasury bill 5.74%	
Long bond 6.15%	Long bond 6.15%	

OTHER RATES		
UK 3-month interbank 5.74%	UK 3-month interbank 5.74%	
France 10 yr OAT 108.36	France 10 yr OAT 108.36	

NORTH SEA OIL (August)		
Brent 15-day (Feb) \$17.56	Brent 15-day (Feb) \$17.56	

Currencies		
Australia \$/£ 1.5447	Australia \$/£ 1.5447	
Canada C\$/£ 0.6715	Canada C\$/£ 0.6715	
Denmark Dkkr/£ 6.4656	Denmark Dkkr/£ 6.4656	

## Recession worry looms ■ Economy fails to meet Emu deficit criteria

# Fears as downturn hits Germany

By Wolfgang Münchau in Frankfurt

The German economy suffered a sharp downturn in the final quarter of 1995, according to official figures released yesterday, raising fears the country may be teetering on the brink of recession. The weakening of the economy contributed to the country's failure to meet the budget deficit qualifying criteria for the single European currency by a surprisingly large margin last year. Mr Günter Rexrodt, the German economics minister, said the economy might have contracted during the fourth quarter and forecast that Germany was going to remain in the doldrums during the current three-month period. Mr Johann Hahnen, president

of the federal statistics office, yesterday put Germany's budget deficit at 3.6 per cent of economic output, 0.6 percentage points higher than the permitted ceiling under the Maastricht treaty. The poor figures follow zero quarterly growth in the third quarter of last year. The FSO said it was unable to give exact figures on growth for the final quarter of last year, as not all the data had been gathered, but made clear the economy was weak. The FSO reported the economy grew by only 1.9 per cent in 1995, with growth in western Germany at only 1.5 per cent. The poor performance of the economy was triggered by a strong fall in construction activity. The budget deficit overshoot

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indicates that Germany may find it harder to meet the single currency criteria by 1997 than has been widely assumed, and underlines the need for further domestic stability measures. Mr Hahnen said the deficit rise was caused by a smaller than expected growth in government receipts. This amounts to a severe embarrassment to Mr Theo Waigel, finance minister, who has pressed hard for a regime of monetary and fiscal rigour for the future single cur-

rency zone. Mr Waigel admitted earlier this week Germany may have missed the criteria, but gave no inkling of the scale of the problem. Several German economists yesterday revised downward their 1996 growth forecasts, after expressing bafflement at the steadily worsening figures. The consensus was that yesterday's published annual figures imply a fall in fourth quarter GDP by between 1 and 2 percentage points. Mr Richard Reid, chief economist of UBS Germany, said: "From the middle of last year we can say that the economy has been going sideways and there is no indication that it is going to change. We have become a lot more pessimistic." For 1996, UBS

forecasts a 1.5 per cent growth rate. Mr Klaus Friedrich, chief economist of Dresdner Bank, predicted an upswing from the spring, also forecasting 1.5 per cent growth. DIW, the Berlin-based economic institute, earlier this week revised its forecast down to only 1 per cent. Most economists believe the current data suggest a mid-cycle pause in economic growth, rather than the end of the cycle itself. Inflation figures also released yesterday by the FSO showed a rise in the consumer price index by an average of 1.8 per cent during last year. The same rate applied for December, a statistical average of wide diverging figures between east and west.

## Hashimoto chosen as Japan PM in shift to right

By William Dawkins in Tokyo

Japan moved to the right yesterday with the election as prime minister of Mr Ryutaro Hashimoto, president of the conservative Liberal Democratic party. Mr Hashimoto, the first LDP prime minister since his party lost its 38-year grip on power in 1993, reshuffled the 21-seat cabinet, to produce a team he said would "work for a new Japan". However, his comfortable victory in a parliamentary poll, with 288 votes to the 167 for Mr Ichiro Ozawa, leader of the opposition, elicited a lukewarm reception from Japanese businessmen and Asian neighbours. Mr Jiro Ushio, chairman of the Association of Corporate Executives, said the new team was "not a full fledged administration", a reference to the choice of a socialist former teacher as finance minister.

Commentators in Malaysia and Singapore doubted Mr Hashimoto would bring a significant change in policy. The Chinese foreign ministry welcomed his election but hoped Japan would show a "clear understanding of history", a reference to Mr Hashimoto's opposition to a national apology for Japan's second world war record.

Mr Hashimoto distributed most of the top cabinet jobs to LDP heavyweights. The LDP holds 13 seats in the new line-up, the same as in the previous government, the Social Democratic party six and the small New Frontier party two. The job of finance minister, politically dangerous at a time when the government is under fire for using public money for the liquidation of collapsed housing loan companies, went to Mr Wataru Kubo, deputy head of the SDP. He comes to the cabinet without ministerial experience, as did his party leader, Mr Tomiichi Murayama, who resigned as prime minister last week. Mr Kubo is widely seen as a scapegoat for the housing loan bail-out. But he is also one of the few politicians with no past connection with the loan companies and has some financial experience as a member of the upper house of parliament's finance committee for the past five years. He also led the SDP's attempt to scrap the introduction of sales tax in 1989, a qualification which may raise ironic smiles in his new ministry, which proposed the tax. "To stabilise the financial system is the most important political task. In particular, the disposal of bad loans at housing loan companies is crucial," he said last night. For other senior posts, Mr Hashimoto chose LDP politicians with strong cabinet



## Roche sacks three for using Internet to retrieve porn

By Ian Rodger in Zurich and Paul Taylor in London

Roche, the Swiss health products group, has summarily dismissed three laboratory assistants in its pharmaceuticals research department in Basel for using company time and computers to retrieve "cyberporn" from the Internet. Roche's drastic action is the latest indication that big corporate users of the Internet fear prosecution for offences related to the dissemination of pornographic material. At the moment, there is little or no internal control of the vast amount of material that is freely available to the estimated 35m computer users hooked up to the Internet. Pornographic material is widely available via certain Usenet discussion groups and at various World Wide Web computer sites on the Internet, including those run by established soft porn magazines such as Playboy and Penthouse.

According to a Swiss business newspaper, Cash, the three sacked laboratory assistants devoted a large part of their work time over several months to retrieving pornographic material from the Internet and ignored a verbal warning to stop. It said several empty discs were found near their computers, suggesting they were copying and redistributing the material. Two weeks ago, CompuServe, the consumer online information company which provides personal computer users with a

"gateway" to the Internet, blocked access to 200 Usenet groups after German prosecutors said the company might be infringing laws designed to shield children from sexually explicit material. In Switzerland, Roche might risk prosecution under equal treatment legislation that requires employers to protect their employees from sexual harassment. Growing concern about pornography and other offensive material on the Internet has led to calls for tighter regulation of cyberspace. The US Congress is about to debate the Communications Decency Act, which would impose severe fines on those who make pornographic material available on the Internet. Roche would not confirm the sackings, citing its legal obligations to protect its personnel. It is understood that the three worked in a very small department, called Pharma Security and Environmental Protection, and so could easily be identified. Under Swiss law, summary dismissal is permitted only when there are "serious grounds". According to Cash, the three intend to appeal. It is likely that Roche, which is about to begin celebrating its centenary, was reluctant to resort to the sackings. A number of software packages such as "WinWatch" and "Net Nanny" have been developed which enable companies, parents and other users to monitor Internet usage and block access to obscene material.

## Leaders' farewell for Mitterrand

Some 60 heads of state were among more than 1,500 people who filed Notre Dame cathedral in Paris for the memorial service for former President François Mitterrand, who died on Monday. Chancellor Helmut Kohl, his long-time ally, wiped back tears. Others present included Russia's Boris Yeltsin and Palestinian leader Yasser Arafat. Meanwhile, 250 miles south, Mr Mitterrand was being buried next to his parents in the village of Jarnac. Report, Page 2; Observer, Page 19. Picture: Reuters

## Fidelity slashes its holdings in technology stocks

By Maggie Urry in New York

Fidelity Investments, the leading US mutual fund group, has slashed its holdings of technology stocks in a move which could influence other investors in the increasingly volatile sector. The Magellan fund, Fidelity's largest and best known, has an aggressive investment policy. It cut its weighting in the technology sector from 43.2 per cent of total investments to 31.5 per cent during November, according to figures released yesterday. Documents filed with the Securities and Exchange Commission revealed the fund management group sharply reduced its stakes in a number of technology stocks, including Texas Instruments, Silicon Graphics, LSI Logic, Cirrus Logic, Advanced Micro Devices and 3Com.

The Magellan fund, worth \$53.2bn, is managed by Mr Jeffrey Vinik, who was regarded as one of the leading bulls of the technology sector early last year. The fund's weighting in technology stocks peaked at 45.6 per cent at the end of April. Many investors attempt to emulate Mr Vinik because of his successful record. Technology stocks led the US stock market higher last year. But persistent rumours in the autumn that Mr Vinik had turned bearish on the sector contributed to the increasing instability of share prices. The sector slumped in October but recovered again, and Fidelity appears to have taken advantage of that bounce to sell shares. Technology stocks have again come under pressure in recent days after poor profit news from a number of companies, but yesterday the sector was rising.

Fidelity releases its funds' sector weightings on a monthly basis with a six-week delay, so that end-November figures only appeared yesterday. Until the next month's figures are released it will not be known if Mr Vinik continued to sell in December. Fidelity is facing lawsuits from investors alleging he and another fund manager manipulated share prices by speaking positively

Continued on Page 20  
World stocks, Page 38

This announcement appears as a matter of record only

Total Financing of  
**£10,100,000**  
JOINT VENTURE  
with



to acquire the privatised western bus operations of

**Rodoviária de Lisboa**  
Structured, Led and Equity Underwritten by  
**Montagu Private Equity**  
**Stagecoach Holdings Plc**

Debt Facilities provided by  
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## NEWS: EUROPE

## Chechen leader vows to continue fight

By John Thornhill  
in Moscow

Mr Dzhokhar Dudayev, the rebel Chechen leader, has vowed his countrymen will continue to fight the Russians for as long as it takes to win full independence for the Caucasian region.

"Even if they pull their troops out of Chechnya and a peace agreement is signed, it will not end for 50 years," Mr Dudayev said in an interview with the Moskovsky Komsomolskiy newspaper.

Mr Dudayev's comments were published as 300 Chechen rebels, who launched a raid on

Gunmen seize more hostages as armed stand-off persists on border

the southern Russian town of Kizlyar, seized more hostages in the nearby village of Pervomayskaya and continued to defy Russian security forces.

The Chechens threatened to start shooting the 230 hostages unless their bus convoy was allowed to return to Chechnya. But the Russians appeared to be in no mood to make further concessions, and drew up further reinforcements.

The continued stand-off came as President Boris Yeltsin visited Paris to attend the memorial service for Mr Fran-

cois Mitterrand, the former French president. Questioned by reporters about events in Chechnya, Mr Yeltsin said Russia would be willing to withdraw its troops from the region as soon as the Chechens laid down their arms.

But this trade-off formed the basis of a military agreement, signed between Russian and Moscow-backed Chechen representative last year, which has failed to halt the fighting in the Caucasian republic.

Mr Yeltsin is coming under increased political fire back

home for the handling of Chechnya. Continued fighting has badly dented his chances in the presidential elections, scheduled for June, should he decide to run again.

Mr Alexander Lebed, the popular former army commander and newly-elected MP, yesterday condemned the government for its policy towards Chechnya as he declared he would bid for the presidency.

The former general, who has frequently condemned the government for its incompetence in dealing with the Chechen

rebels, said ministers had failed to learn the lessons of last June when Chechen rebels launched a similar terrorist raid on Budennovsk.

The Interfax news agency reported yesterday that Mr Andrei Nikolayev, head of Russia's border guards, had offered to resign over the failure of security forces to prevent the Chechen raid on Kizlyar.

But Mr Yeltsin was reported to have refused to accept the resignation, saying the border guards were not to blame. The Russian presidential

press service yesterday published a letter from the leaders of eight regions in the northern Caucasus calling on Russia to restore order in the region suggesting military action may soon be stepped up. "The crimes perpetrated in Budennovsk and Kizlyar have shown the true nature of Dudayev's militants. Their outrages make the entire North Caucasus suffer," their statement said.

Many of the signatories represent peoples who have centuries-old antagonisms against the Chechens that were exploited by the Russians when they conquered the region in Tsarist times.

## EUROPEAN NEWS DIGEST

## Papandreou to see president

Greek prime minister Andreas Papandreou has asked Greece's president to visit him in hospital but has given no indication of wanting to resign.

Mr Papandreou's wife, Dimitra, relayed the request after the governing Socialist comfortably defeated a censure motion in parliament.

Mr Papandreou, whose lung and kidney problems are still critical, is expected to meet President Costis Stefanopoulos in the next few days. Analysts speculated that Mr Papandreou would try to avoid being forced out of office by asking for a presidential decree appointing a temporary prime minister to take over his duties for the next few months.

President Stefanopoulos, who has no executive powers, has avoided taking sides in the dispute over replacing Mr Papandreou. A former conservative cabinet minister, he was the Socialist's choice for head of state but does not have close ties with the prime minister. *Kerim Elope, Athens*

## Pension funds look abroad

European pension funds appointed roughly twice as many foreign investment managers last year as they did the year before, according to a study by investment consultants William M Mercer.

Using data from 165 managers in 15 countries, the study found foreign managers were being selected for asset classes such as Japanese equities, global bonds and emerging markets securities in which continental European investors have had little expertise.

"We have been convinced that the insularity of the investment management marketplace within Europe would have to change," said Ms Julia Hobart, principal with Mercer Investment Consulting. "In 1995 it made a significant leap forward in terms of opening up." The increase in foreign managers reflects the growing diversification of European pension investments, which in many countries have historically been restricted by regulation to domestic equities and bonds.

The survey also found a sharp rise in the number of investment managers who have significant operations in more than one country.

The rise follows significant cross-border merger and acquisition activity in the industry. Of the 165 managers covered, 77 are managing assets for European pension funds outside their home country. Of these, 53 are based in Europe and 24 are non-European and based mainly in the US.

*Norma Cohen, London*  
\* The European Pension Fund Managers Guide Vols I and II, 2600, William M Mercer Ltd, Telford House, 14 Tophill Street, London SW1R 9NB. Tel. 0171-222-9121 ext 3214.

## Public sector deal in Portugal

Portugal's public sector unions agreed yesterday to a 4.25 per cent wage increase in 1996 as part of what the new Socialist government said was an historic agreement.

The accord, expected to be used as a benchmark for private sector wage deals, is based on a government forecast of 3.5 per cent inflation this year, down from an expected 4.1 per cent in 1995. Unions had called for wage increases of 6.5-8 per cent at the start of several weeks of negotiations, against an initial government offer of 3.5 per cent.

A representative of the Communist-led Common Front, one of three public sector union federations, was delaying signing the agreement until it had consulted its members. But a representative said the accord, which includes pension increases of more than 5 per cent and substantial career structure reforms, was the broadest and best the unions had achieved for 20 years.

The deal is a boost for the government's plans to cut the budget deficit to about 4.3 per cent of gross domestic product in 1996 from 5.8 per cent last year in an effort to meet the European Union's convergence criteria for economic and monetary union. The 1996 budget proposals, delayed by an election last October, are due to be unveiled later this month. *Peter Wise, Lisbon*

## Sahlin cleared in credit card row

Sweden's public prosecutor yesterday cleared Ms Mona Sahlin, the former deputy prime minister, of any crime in the row over her private use of government credit cards.

The affair wrecked Ms Sahlin's ambition to succeed Mr Ingvar Carlsson as prime minister this year. The prosecutor said no charges would be brought against Ms Sahlin - or another former junior minister who had been investigated for similar reasons - because she had clearly marked those private expenditures she had made as such on her government credit card bills. In the few cases where she had not done so, it was because of an innocent mistake.

The dropping of any case against her was a relief for Ms Sahlin, but it will not undo the damage the episode caused her hitherto unblemished political career. The revelations about her repeated private use of the cards - and her many delays in repayment - caused surprise among supporters of Sweden's Social Democratic party and forced her to abandon her campaign to succeed Mr Carlsson when he retires in March.

Mr Göran Persson, the finance minister, is to take over instead. Ms Sahlin has no immediate plans to return to the government. *Hugh Carnegie, Stockholm*

## Graf tennis winnings 'paid cash'

Mr Peter Graf, father of German tennis star Steffi Graf, demanded payment in cash for her tournament winnings, a German Tennis Association (DTB) official told a panel probing her tax affairs.

DTB managing director Günter Sanders told a committee of the Baden-Württemberg state parliament that unusually high sums, up to several hundred thousand D-marks, were often handed over to Mr Graf or his advisers in cash or by cheque.

He said payments to players in cash or by cheque were not unusual, but added the large payments of prize-money or appearance fees the Grafs collected in cash were rare.

Mr Graf, 57, has been in investigative custody in a Mannheim prison since last August as part of a tax-evasion investigation. *Reuter, Bonn*

## ECONOMIC WATCH

## Spanish progress on jobs

Job placements in Spain reached a record 7.56m last year, 27 per cent up on 1994, but trade unions complained that too many new jobs were temporary and demanded measures to ensure more stable employment.

The number of job-seekers registering with the National Employment Institute fell 1.7 per cent in December to 2.38m, or 15.1 per cent of the workforce, compared with 15.4 per cent in November.

The figure was almost 180,000 less than at the end of 1994, with jobless rates coming down in industry, services, construction and agriculture. However, the Communist-led Workers' Commissions union pointed out that many out-of-work Spaniards failed to register. There remains a large discrepancy between the registered monthly figures and Spain's quarterly employment survey, which last showed a jobless rate of 22.1 per cent. Most experts believe the true figure lies somewhere between the two. *David Wills, Madrid*

Thirty-nine per cent of the European Union's citizens believe the economic climate in their countries will deteriorate this year, a survey suggested yesterday. Polling by the European Commission in the last three months of 1995 showed that just 19 per cent expected things to get better. Sixty per cent of French people saw their economy sliding in 1996, compared with 14 per cent who had rising expectations. In Germany, 43 per cent said things would get worse, with 13 per cent expecting an improvement. In the UK, 30 per cent were pessimistic and 20 per cent optimistic. *Reuter, Brussels*

## Chemicals stocks problem set to ease

By Gillian Tett in London

The problem of excessive stocks which has been damaging the European chemicals industry is almost at an end, the industry said yesterday.

Consequently, western Europe is likely to see some rise in production this year, according to forecasts from the UK Chemical Industries Association. Growth is expected to be 2.5 per cent in 1996, up from last year's 2.2 per cent.

Rapid destocking by companies in sectors such as chemicals is thought to have been a key factor in depressing European manufacturing growth at the end of 1995. Before that, output in the chemicals sector had risen far more quickly than overall growth.

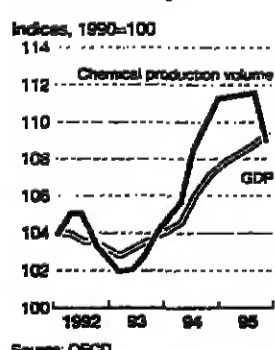
Some economists believe the process of destocking will continue across industry, meaning that the weak pattern of growth will stretch into 1996. However, the association insisted yesterday that the process in the chemicals sector, at least, was now almost over, implying that growth and prices should pick up in the months ahead.

Overall, chemical prices are forecast to rise by only 0.5 per cent this year. This level is well down on the 7.5 per cent seen over 1995, but follows a sharp fall in prices in the final months of last year. Exports of chemicals are projected to rise only 4 per cent, however, down from 5 per cent in 1995.

Nevertheless, these overall figures conceal some striking differences between countries over the past year. Britain, for example, saw its export growth collapse from 8.5 per cent in 1994 to none at all in 1995, although an increase is forecast for this year. There was also a dramatic decline in export growth in Germany, from 10 per cent in 1994 to 4 per cent last year.

This was in marked contrast to Italy, where overseas sales grew from 9 per cent in 1994 to 11 per cent in 1995. This figure is expected to fall to 7 per cent next year. Meanwhile in France, chemical export growth is projected to be on a gentle downward trend from 9 per cent in 1994 to 5 per cent next year.

## Western Europe



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Danielle Mitterrand (left), the late president's widow, at Jarnac yesterday with son Jean Christophe. With them is Mr Mitterrand's mistress Anne Pingeot and their daughter Mazarine.

## World leaders gather to bid Mitterrand farewell

By Andrew Jack in Paris

Some 60 heads of state were among more than 1,500 people who packed Notre Dame cathedral in Paris yesterday for the memorial service for former President François Mitterrand, who died on Monday.

Chancellor Helmut Kohl, his friend and long-term ally, waved back tears. Others present alongside President Jacques Chirac included Russia's Boris Yeltsin, Cuba's Fidel Castro, Palestinian leader Yasser Arafat, and from the UK Prince Charles and John Major, the prime minister.

Thousands more stood outside, watching the service on a giant television screen. General Jean-Marie Lustiger talked in his address about the former president's reflections towards the end of his life on spirituality and death.

Meanwhile, 250 miles to the south, Mr Mitterrand was being buried next to his parents in the village of Jarnac attended by family and friends - and his black Labrador.

The smaller service included his wife Danielle and their two children, united for the first time with the former president's mistress Anne Pingeot and his illegitimate daughter Mazarine, whose existence was first revealed publicly little

more than a year ago. Crowds gathered elsewhere in France, including on the rock of Solitude in Burgundy, where the former president went each Whit Sunday. The government declared yesterday a day of national mourning. Public offices remained open, but metros and buses across Paris came to a halt at 11am for a one-minute silence.

As a man fond of symbolism, Mr Mitterrand would no doubt have been delighted by the mourning culminating in yesterday's obsequies. Like General de Gaulle, his arch political rival and founder of the

fifth republic, Mr Mitterrand, 79, apparently died in his Paris office.

That day's news broadcasts and the following day's newspapers were full of lengthy obituaries and assessments, which tended to play down substantially the more negative aspects of his record. 14-year presidency which turned many even of his most ardent fans into critics.

On Wednesday evening, the French Socialist party organised a huge gathering at Bastille, symbol of the French revolution and rallying point after Mr Mitterrand came to power in 1981. Tens of thousands came to sign books of remembrance, light candles and lay red roses beneath huge photos of the former leader.

Many of those who went to the Bastille seemed more inclined to recall their hopes at the time of the first Socialist presidential victory rather than the disillusionments that came later.

But Mr Mitterrand's death came far from a national obsession. The privately owned television channel, M6, reported a huge surge in viewing figures on Monday night when it showed an adventure film instead of lengthy news and analysis on the former president broadcast by its rivals.

## Europe's armies start to link arms

Michael Lindemann assesses the prospects for the joint equipment procurement agency agreed by Kohl and Chirac at their meeting last month

When Chancellor Helmut Kohl and President Jacques Chirac agreed to set up a joint procurement agency early last month to oversee arms purchases for Europe's two biggest armies, the event received scant television coverage.

However, the decision is a big step toward ultimately bringing together the armies of the European Union. In the view of a senior Bonn official it will in due course enable both the French and German armies to operate identical equipment and bring even more significant benefits to forces such as the 50,000-strong Eurocorps.

The latter, based in Strasbourg, includes units from five EU armies, most still using very different equipment. The two partners also hope their initiative will develop into the European procurement agency, a body which was outlined in the 1992 Maastricht treaty but which has become bogged down in discussions.

While officials in Bonn are quick to point out that the agency will develop only gradually, progress will be watched carefully by defence ministries across the Union. Several countries have signalled their inter-

est, and two - Britain and Italy - are already knocking at the door and asking what they need to do to enter.

Both have significant defence industries and both are keen to have a say in the shaping of an agency which is likely to play a key role in consolidating European defence capabilities. As one British diplomat pointed out: "It's the only potential European agency which we are asking to join at the moment."

Joining, however, may not be that easy, particularly for Britain. The French were furious last July when Britain decided to spend £2.5bn on US Apache tank-buster helicopters rather than the Franco-German Tiger.

That decision, and an earlier one in which the British bought US military transport aircraft instead of waiting for the European Future Large Aircraft to be developed, is at odds with what officials in Bonn refer to as "a commitment to the European defence industry". One of the main reasons for creating the agency is to strengthen European defence industries in the face

of competition from much larger US companies. (The agency) should not be operated on a basis where people simply pick out what suits them best," a leading official warned.

By the end of this year, the agency is expected to be employing up to 15 people to pool financial and personnel activities at a host of existing Franco-German projects including the Tiger helicopters, the Hot anti-tank and Roland air-defence missile programmes, and the Brevet remote-piloted reconnaissance drone. The operational offices managing these projects will remain separate entities, however, and it remains unclear when the agency will be empowered to draw up contracts itself.

However, the agency will very quickly become involved in the first big project it will oversee from birth: the construction of a new armoured personnel carrier, dubbed GTK in German. It is this project which Britain says will decide its membership of the agency.

Wary of being left out of a big project, Britain has signalled its desire to join the

French and Germans to secure such status was declined by the WEU which said it wanted to see how the agency developed.

The process also shed light on other important questions. Does a "commitment" to the European defence industry for instance, mean that Britain can never again purchase US - or any other non-European - technology?

Another nagging query is how work will be shared out on projects run by the agency, a problem which has bedevilled Eurofighter, the £2.2bn project which is years behind schedule partly because the four partners - Britain, Germany, Italy and Spain - are still haggling about sharing out the work.

Wary of the problems resulting from Eurofighter, German officials say that "it is not ideal to set exact work shares" for such projects. They favour, instead, creation of a "certain balance" of work done by various partners over a number of projects.

Despite the problems it faces, the agency clearly has the backing of two of the world's biggest armies. And, in Bonn, officials hope that after awarding defence work for years purely on the basis of value for money the British may now be changing in favour of stronger European co-operation.

## WEST EUROPEAN NEW CAR REGISTRATIONS

January-December 1995

	Volume (Units)	Volume Change (%)	Share (%) Jan-Dec 95	Share (%) Jan-Dec 94
<b>TOTAL MARKET</b>	<b>12,008,800</b>	<b>+0.6</b>	<b>100.0</b>	<b>100.0</b>
<b>MANUFACTURERS:</b>				
- Volkswagen group	2,013,494	+8.6	16.8	15.8
- Audi	1,280,819	+5.2	10.7	10.2
- Seat	375,942	+20.2	3.1	2.6
- Skoda	282,283	-2.9	2.4	2.5
- General Motors	84,410	+11.6	0.5	0.5
- Opel/Vauxhall	1,504,515	+1.0	12.5	12.5
- Saab	57,558	+10.4	0.5	0.4
- PSA Peugeot Citroën	1,440,843	-5.8	12.0	12.8
- Peugeot	861,788	-6.4	7.2	7.7
- Citroën	578,855	-5.0	4.8	5.1
- Ford group	1,425,888	+0.8	11.9	11.8
- Ford	1,410,811	+0.5	11.6	11.6
- Jaguar	15,068	+2.2	0.1	0.1
- Fiat group*	1,294,947	+3.3	11.1	10.8
- Fiat	1,043,511	+1.7	8.7	8.6
- Lancia	182,370	-0.7	1.4	1.4
- Alfa Romeo	127,251	+25.4	1.1	0.8
- Renault	1,238,582	+0.2	10.3	11.0
- BMW group	781,554	-2.0	6.5	6.5
- BMW	381,814	+1.0	3.3	3.2
- Rover	399,740	-5.0	3.1	3.3
- Mercedes-Benz	402,997	-3.4	3.4	3.5
- Volvo	217,991	+8.6	1.8	1.7
- Nissan	367,411	-5.2	3.1	3.2
- Toyota	303,743	-2.9	2.5	2.6
- Honda	178,559	-7.8	1.5	1.4
- Mazda	182,124	-7.7	1.4	1.5
- Mitsubishi	127,790	+7.5	1.1	1.0
- Total Japanese	1,278,254	-1.8	10.6	10.9
- Total Korean	173,849	+88.5	1.5	0.3
<b>MARKETS:</b>				
- Germany	3,328,200	+3.6	27.7	28.5
- United Kingdom	1,945,400	+1.8	16.2	16.0
- France	1,820,500	-2.6	15.2	16.5
- Italy	1,704,900	-2.0	14.2	14.0
- Spain	824,800	-3.3	6.9	7.5

\*UK holds 90.3 per cent and management control of Skoda. Includes cars exported from UK and sold in western Europe. \*UK holds 50 per cent and management control of South Automotive. \*\*Figures include Lancia, Alfa Romeo, Innocent, Lotus and Maserati. Source: ACEA (European Automobile Manufacturers Association) statistics. Figures are rounded.

صكنا من الدخيل



## Bonn to cut red tape on investments

By Michael Lindemann in Bonn

The German government yesterday agreed a new law intended to halve the time taken for investments to be approved. The measure is one of several aimed at cutting red tape and making Germany more competitive with other European Union countries where such procedures take less than half as long.

Mr Günter Rexrodt, economics minister, said the environmental standards which govern industrial plants in Germany would not be lowered as a result, but that the new law would make approval procedures more flexible and quicker.

If an investor building a new chemical plant had assured himself that the emission levels would be lower than those at the existing plant, construction could begin immediately and the relevant authority would only have to be notified, Mr Rexrodt said.

The approval procedure could then be completed as the plant was being built, ensuring that construction did not have to wait until final approval had been given. Such approvals usually take seven months in Germany, whereas elsewhere in Europe they take only three months, Mr Rexrodt said. The new law still has to pass through parliament.

Among other steps to over-

haul a bloated bureaucracy and make Germany more attractive for foreign investors, the government wants to cut the size of the federal civil service by 1 per cent annually.

Mr Johannes Ludwig, a state secretary in the Economics Ministry who has overseen the new legislation, warned, however, that the various standards would not be lower as a result.

"The investor must decide whether he wants absolute security or whether time is a more important consideration for him. By opting for the new procedure he obviously takes certain risks," Mr Ludwig said.

While many investments by big companies are usually given priority by senior politicians, Mr Ludwig said the new law enabled smaller companies to convene a conference with all the relevant authorities involved in such industrial investments, and thereby speed up the approval procedure.

The opposition Social Democrats (SPD), who control the Bundestag, criticised the new procedures, saying they did nothing to make the "tangled" regulations in Germany any easier to understand.

"Because authorities cannot approve investments more quickly, the resulting risk now has to be shouldered by the investor," the SPD said.

## Berlin debt is last debris of wall

By Judy Dempsey in Berlin

Berlin's conservative Christian Democrats (CDU) and the Social Democrats (SPD) have retreated to the elegant Japanese-German centre near the city's Tiergarten park in an attempt to put the final touches to a coalition agreement. At stake is a savings package for a city once lavishly subsidised but now running up a prohibitive budget deficit.

Negotiations have dragged on for more than three months since the elections last October when the CDU, with 37.4 per cent of the vote, invited the SPD, which won only 23.6 per cent support, to form a coalition for the second time.

The CDU wanted to keep out a left-wing alliance comprising the SPD, the Greens, and the former communist Party of Democratic Socialism, particularly since the CDU intends to be in power when the federal government moves from Bonn to Berlin by the end of the decade. But in turn, it has had to convince the SPD to accept deep spending cuts to consolidate the capital's finances.

That is why, failing any last-minute hitch at the Tiergarten, the coalition's second term of office will be markedly different from its first stint in power-sharing. Then, back in 1990, Berliners were still euphoric about the dismantling of the Wall, the prospects of a united city and hopes of fast economic growth.

"It was an unbelievable time," said Mr Peter Kurth, the city's state secretary for the CDU-run finance committee. "We did not fully realise what unification meant. The city had to be integrated. Over the

The wall comes down, hopes rise, but new problems created



July 1990: Uprooted sections of the Berlin Wall lie in what was no-man's land

past 40 years, everything had been duplicated from the transport and gas systems to public administration, theatres, opera houses, art galleries and universities."

The coalition has slowly merged the city, first tackling the infrastructure through merging the underground network and linking the electricity and gas grids. But Mr Dieter Vesper, public sector specialist at Berlin's DIW economic research institute, believes the city government has wasted time in consolidating its budget. Despite ample warning that subsidies and grants would be cut by 1995 "it slept," he said.

During the days of the cold war, more than half of (west) Berlin's total expenditure was financed by Bonn, with companies and Berliners enjoying the lower taxes and benefits so as to keep west Berlin both as a viable city and capitalist showcase to the east. But these subsidies led to bad habits. "Put simply, there was no pressure to save," added Mr Vesper.

This year, the city government envisages expenditure of DM42.6bn (\$29.5bn) but expects

revenues of DM33.5bn. Its budget deficit will have risen to DM9.1bn compared with DM6.2bn in 1993 and DM3.1bn in 1991 when subsidies were still being poured in. Mr Kurth denies the city government wasted the past five years in terms of controlling expenditure. "Integrating the two parts of the city took more

Over 40 years everything had been duplicated: transport, gas systems, public administration, the arts

time than we expected. And it cost more."

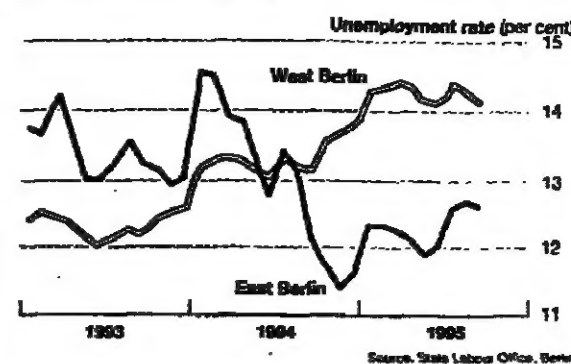
To complicate the process, the city government could hardly have foreseen the consequences of the policies of the Treuhänd privatisation agency and unification itself would have on the jobs market in both parts of the city.

For example, in the eastern part of the city, which has a population of 1.3m, only 33,000 of the original 180,000 industrial jobs exist today after the Treuhänd's decision to close many enterprises or restructure them. This pushed pre-

unification zero unemployment to 12.4 per cent by last month. In west Berlin, with a population of 2.1m, the abolition of subsidies and the availability of cheaper land outside the city has forced companies to relocate. The number employed in industry has declined from 175,000 in 1993 to 132,000, push-

ing unemployment up to 13.3 per cent last month. Mr Kurth realises that revenues will continue to decline and unemployment to rise. Despite this, the CDU is determined to push through a savings programme of DM24bn spread over four years.

The scope for savings is considerable. Compared with the west German average of 23.3 public administration employees per 1,000 inhabitants, Berlin has 57.8. "We have 180,000 civil servants. But we have cut more than 25,000 jobs over the



Source: State Labour Office, Berlin

## Split over Hungary's sell-off revenues

By Virginia Marsh in Budapest

The Hungarian privatisation minister, Mr Tamas Stuchman, yesterday urged the country's Socialist-led government to use privatisation revenue to fund development projects to revitalise the economy rather than spending it almost exclusively on paying off state debt, as favoured by the Finance Ministry and the central bank.

Hungary last year raised Ft450bn (\$3.3bn) in privatisation revenues - far more than anticipated - after the privatisation agency pulled off several large deals late in the autumn.

Much to Mr Stuchman's annoyance, parliament last month passed a private members' amendment to the state budget stipulating that excess funds from privatisation should be used to pay off the debt and that the Finance Ministry and central bank should decide on methods of repayment. At stake is a surplus of some Ft120bn - the amount left after the deduction of the Ft250bn allocated to the 1995 and 1996 budgets and the privatisation agency's expenses and debts of around Ft80bn.

Mr Gyula Horn, the prime minister, urged Socialist MPs to reject the amendment and give the government time to consider the matter. However, some 60 Socialists joined the Free Democrats, the liberal junior coalition partner, and opposition parties in passing the amendment.

Mr Lajos Bokros, finance minister and the main architect of last year's austerity package - widely believed to have been behind the amendment - has come out strongly in favour of repaying debt.

Mr Bokros, supported by the central bank, says the programmes favoured by Mr Stuchman would be inflationary and that it is better to reduce Hungary's \$32bn debt burden.

Following protests from the party's left-wing and from the trade unions, Mr Horn agreed the government should review its options with a view to reaching a decision this month.

## Italian minister defends increase in telephone tariffs

By Andrew Hill in Milan

The Italian government yesterday said it would not withdraw controversial decrees bringing Italy's telephone tariffs in line with other European Union countries.

But Mr Agostino Gambino, Italy's post and telecoms minister, promised Italian deputies he would consult trade unions and parliament before implementing the decrees.

The plan to increase charges for peak-rate local phone calls has triggered a row about public service tariffs in Italy, with the state railways and Alitalia, the state-controlled airline, also coming under fire from consumers after reports that they too were considering price increases.

A similar controversy is going on in Germany over Deutsche Telekom's attempts to alter tariffs.

It emerged yesterday that Mr Karel Van Miert, the European competition commissioner, had written to Mr Gambino before Christmas to remind him that Italy should "rebalance" its telephone tariffs to bring them in line with costs.

The Commission is concerned that telephone companies use high charges in certain areas - for example, international and long-distance calls - to subsidise other tariffs.

"Potential competitors are deterred from entering segments of the market where the necessary investment does not guarantee a return," Mr Van Miert said in the letter, sent before the row over tariffs broke out.

EU countries are not obliged to rebalance their telephone tariffs under existing European law, although draft directives contain such an obligation. But Mr Van

Miert said in the letter that the approaching deadline of 1996 for full telecoms liberalisation made it necessary to start rebalancing tariffs immediately.

Mr Gambino explained to a parliamentary committee that consultations with unions would focus on the social impact of the tariff changes, which would involve an increase in local peak-rate tariffs and a decrease in the tariffs for

many long-distance and international calls. He added that the effect of the changes on inflation would be broadly neutral.

But the unions warned that Mr Gambino was "deluding himself" if he thought that they would simply ratify the decrees.

Implementation of the changes was frozen at the weekend after strong criticism from consumer groups, unions and politicians.

## Jet orders pull out of a five-year nosedive

Aerospace manufacturers have built up a bigger backlog of work and fewer aircraft are in desert storage, writes Michael Skapinker

A flurry of jet orders over the past few months has raised hopes that the aircraft manufacturing industry is emerging from its five-year slump.

This week Malaysia Airlines placed an order for 26 Boeing aircraft. Philippine Airlines said this month it planned to buy eight 747 jets from Boeing and 28 aircraft from Airbus Industrie, the European consortium.

These orders follow large sales of aircraft last year to such carriers as Saudia, the Saudi airline, Singapore Airlines and ValuJet, the US budget carrier. Boeing clinched the Singapore deal, McDonnell Douglas of the US won the ValuJet business and the two manufacturers shared the Saudia order.

The optimism should not be exaggerated. Boeing, the market leader, won 346 orders last year. But this compares with the 683 orders the US manufacturer received in 1990 and the 503 it collected in 1991. The industry is also rife with rumours of sharp price-discounting by both aircraft and engine manufacturers.

WORLD AIRCRAFT INDUSTRY		
	Gross orders	Cancellations
1990	1,209	51
1991	478	137
1992	464	155
1993	468	400
1994	392	178
1995	747	103

Source: Airline

But aircraft executives and analysts point to several trends which suggest the improvement in manufacturers' fortunes might be sustained. For the first time in five years, in 1995 the number of orders received by manufacturers exceeded the number of aircraft delivered to airlines.

This means that manufacturers' backlog - the number of aircraft ordered but still not built or completed - grew rather than shrank last year. As there is a lag of several years between aircraft orders and deliveries, this means manufacturers' factories are assured of work for some time. In the case of the Malaysian

order for 15 Boeing 777s and 10 Boeing 747-400s, for example, deliveries will begin next year and continue until 2001.

Aviation consultants Airclaims say manufacturers won net orders, after cancellations, of 644 aircraft last year - the highest number since 1990 and more than three times the number in 1994.

By contrast, the number of completed aircraft delivered to airlines last year was, at 487, the lowest since 1987. The low level of deliveries was partly the result of a strike at Boeing but also reflects the small number of orders placed between 1991 and 1994 and the high number of cancellations. Airclaims says that in 1993, for example, airlines placed 488 new orders and cancelled 400 old ones.

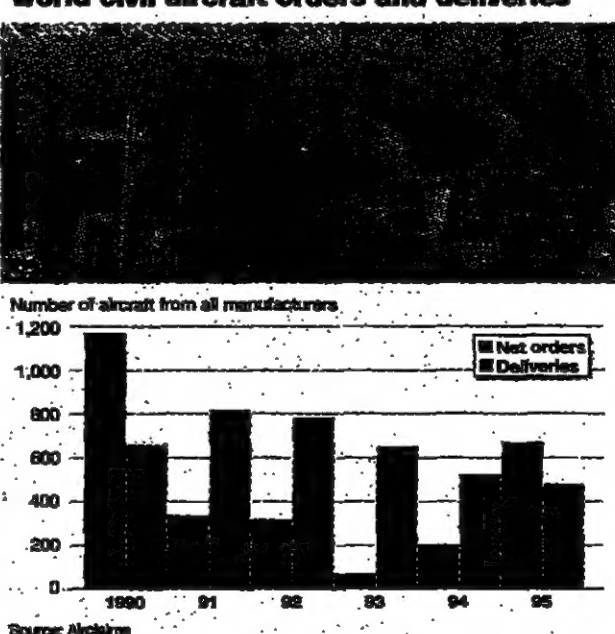
The increase in orders last year meant the industry's backlog of work grew by 157 aircraft to 2,031. Airclaims says. This compares with a fall in the backlog in the period 1991 to 1994. While last year's growth in the order backlog was small compared with 1990, when net orders exceeded

deliveries by 476, it is a start. Mr Chris Avery, an analyst with Paribas Capital Markets, points to another promising trend for the industry: the fall in the number of aircraft stored, unused, in deserts.

Mr Avery says that in the early 1980s, when the effect of the Gulf War and the worldwide recession began to be felt, there were more than 1,000 aircraft parked in deserts. Although many of these were old, brand new aircraft were also being flown directly from manufacturers' factories to desert storage lots. In the past few years, he says, the number of aircraft in desert storage has fallen substantially as they have gone into service with airlines.

At the end of September 1995, there were 774 aircraft in desert storage. By the same time last year, the number had fallen to 582. Mr Avery says the fall in the number of aircraft stored in the desert has been particularly noticeable in the single-aisle category of jet, with many Airbus A320s and Boeing 737s returning to airline service.

World civil aircraft orders and deliveries



The recovery in aircraft orders is, however, uneven. While several Asian airlines have placed orders recently, US carriers are proving more cautious. Mr Ron Woodward, president of Boeing's commercial aircraft group, said that while he expected the Asian

market to remain strong, US airlines' balance sheets were still too weak for them to buy many aircraft. While US airlines' profits are growing, Mr Woodward thought strong growth in aircraft orders from these carriers would not take place for several years.

## S Korean companies plan big investments in chips

By Paul Taylor

Three South Korean semiconductor manufacturers yesterday announced plans for substantial new investments, continuing the surge in capital spending by the world's leading chip makers.

LG Semicon, part of the LG Group, said it planned to increase capital investment to Won2,700bn (\$3.4bn) this year, up from Won2,000bn in 1995. Hyundai Electronics Industries part of the Hyundai Group said its capital investment this year would be just over Won1,000bn almost unchanged from last year's, but analysts and industry sources said the final amount was likely to be closer to Won2,000bn.

Earlier, Samsung Electronics, announced plans to invest

Won2,800bn this year expanding production capacity, mainly for 16-megabit dynamic random access memory (DRAMs) chips, compared with Won1,800 in 1995.

The three companies are South Korea's largest chip-makers and Samsung is the world's largest manufacturer of DRAMs. Their investment plans defy predictions of a looming glut in world chip supply which have hit shares of Samsung, the only listed company of the big three.

All three companies said yesterday that they were optimistic about the electronics industry's future and described the recent fears as exaggerated. "We are optimistic. There is still plenty of room for global chip demand to grow for a considerable period," said Samsung. Most industry analysts

agree, saying they see little evidence to back worries of oversupply. They also note that South Korean chip makers could make profits even if chip prices fall by as much as 20 per cent this year.

World semiconductor sales surged to \$155bn in 1995, up 40 per cent over the previous year, according to preliminary figures released earlier this week by Dataquest, the US market research group.

Strong demand from the personal computer industry is driving the growth. Analysts believe the global demand for memory chips will be further boosted by the spreading popularity of memory-hungry multimedia software that requires powerful personal computers, and by growing demand for semiconductor devices outside the electronics industry.

## UK juice makers win EU orange tariff concession

By Deborah Hargreaves

The European Commission yesterday decided to extend tariff-free status to imports of oranges until the end of March following pressure from British juice processors. The tariff-free imports are destined for a small but highly lucrative part of the British orange juice market which accounts for sales of £12m (\$18.5m) a year.

But the juice processors say the tariff-free status will cover their needs of 12,000 tonnes for this year only and are still pressing the Commission to remove tariffs over a longer period. "This solves our short-term problem, but we need a derogation from GATT rules to protect the industry over the long term," said Mr Bill Marlow, an industry representative.

Four processors which provide freshly squeezed juice in small bottles account for around 5 per cent of the overall UK market. They require late Valencia oranges for flavour and quality which are normally imported from Spain.

The late Valencia oranges do not contain limonin, a substance found in the pits of other oranges which can make the squeezed juice bitter after about one hour.

However, these oranges are not available in Europe between December and April and have to be imported from such countries as Cuba, Jamaica and South Africa. Under the terms of the General Agreement on Tariffs and Trade deal, oranges imported from outside the EU are subject to tariffs.

"It seems this was a slip-up when the GATT deal was done and the special needs of the industry were just left out," said Lord Pimble, leader of the Conservatives in the European Parliament. He warned that orange juice prices would rise by 20 per cent if tariffs were not removed.

Britain is the second largest consumer of orange juice - after Germany - in the EU. The 600m-litre market is worth around £200m of which about 50 per cent is long-life juice. The remainder is freshly squeezed juice from Florida, which is processed in a different way from the premium and of the market which uses Valencia oranges. There are very few other markets in the EU for packaged, freshly squeezed juice although a small part is sold in the Netherlands.

### WORLD TRADE NEWS DIGEST

## Vietnam trebles car import quota

Vietnam has more than trebled its annual quota for imports of cars, trucks and vans but has left that for motor cycles unchanged, the ministry of industry said yesterday. The sharp increase in the number of vehicle imports is likely to unsettle the 13 foreign manufacturers licensed to assemble and sell vehicles in the country's cramped market.

Hanoi will allow 20,000 four-wheel vehicles to be imported, up from 6,500 last year. Up to 350,000 motorcycles can be imported. The official did not say whether the total for four-wheeled vehicles consisted of finished items, partially assembled kits or both.

Foreign investors say the larger the amount of completed vehicle imports, the more difficult this will make sales of locally assembled units. Production of German BMW saloons at a plant near Ho Chi Minh City, for example, has been as low as one vehicle a day for about the last six months due to sluggish demand.

However, foreign investors are equally concerned that if the quota is mostly for kits and parts, this will be too small to satisfy demand from companies assembling vehicles. Hanoi says it expects total annual vehicle demand to reach 60,000 by the year 2000 against industry estimates of 10,000 sold last year. Industry analysts view this as unrealistic, given low Vietnamese incomes.

Jeremy Grant, Hanoi

## Dutch ban leg-hold fur imports

The Netherlands said yesterday it had become the only member of the European Union to implement a 1991 directive banning the import of fur from animals caught in leg-hold traps.

The EU decided late last year to delay the ban - which was due to take effect on January 1 - for 18 months so efforts could continue to try to devise an international set of rules on animal-trapping standards. But the Dutch decided to press ahead with implementing the 1991 directive rather than wait. Fur exporters from the US, Canada and Russia fiercely oppose the ban, which they argue runs counter to World Trade Organisation rules. The Dutch said they were satisfied the ban was legal. "The directive was agreed in 1991 and we're simply going ahead with it," the Dutch agricultural ministry said. Animal rights groups have condemned leg-traps as unnecessarily cruel.

Ronald van de Krol, Amsterdam

Daewoo Electronics of South Korea is to build a \$100m electronics plant in Brazil to make television sets, video cassette recorders and other goods, including washing machines and refrigerators.

Reuters, Seoul

Ansaldo Trasporti, the Italian state-controlled transport engineering group, and Union Switch & Signal, its US subsidiary, have won a \$35bn (\$15.68m) contract to supply signalling and automation systems for the new 2,500km Beijing-Kowloon railway.

Andrew Hill, Milan

ZF, the German vehicle parts group, has set up a joint venture with Guangxi Liuzhou Machinery, the Chinese wheeled loader and hydraulic excavator producer, for the manufacture of powershift transmissions and axles. The DM100m (\$70m) venture, in which ZF will have 51 per cent, will be located in Liuzhou and make parts for the Chinese partner's machines.

Andrew Baxter, London

Conoco of the US and two Canadian companies, Nova and Canadian Hunter, propose to develop a gasfield in the Burgos Basin in northern Mexico in co-operation with Pemex, the state oil and gas company.

Robert Gibbons, Montreal



NEWS: ASIA-PACIFIC

# Win for Hashimoto lands him in power battle with ruthless strategist Ozawa

## Japan stage set for clash of the Shoguns

By William Dawkins in Tokyo

Japan's new prime minister, Mr Ryutaro Hashimoto, turned pale and broke into a sweat under the stony gaze of his chief rival, Mr Ichiro Ozawa, in the Japanese parliament yesterday.

The tension between the two carried an important message. Japan's formerly fragmented politics was yesterday simplified into a straight duel between them and, for the first time in recent history, between two distinct sets of policies.

The nervousness of Mr Hashimoto, better known as a fearless international trade negotiator, is understandable. Victory in yesterday's parliamentary vote lands him in an open power battle with Mr Ozawa, recently elected president of the opposition New Frontier party, who has promised to stop at nothing to bring Mr Hashimoto down.

As the results were declared, an impassive Mr Ozawa, a ruthless political strategist, bowed towards his foe, with a slightly sinister smile. Previously, Japanese politics had more to do with personality battles of this kind than with policies, the domain of bureaucrats.

But now, economic analysts in Tokyo believe, the change of leader, from the ineffective Mr Tomiichi Murayama and his performance against the opposition, may bring more political influence to bear on government.

This is unlikely to prompt immediate change to the previous government's economic policies of low interest rates and high public spending. But the Hashimoto-Ozawa fight, and thus the importance of their ideas, will intensify as they move towards a general election, possibly in the next six months, as demanded by business lobbies, trade unions and the media.

A new single-seat parliamentary electoral system, to replace the old multi-seat system, adds to the pressure on politicians to woo support with ideas rather than patronage.

The two shoguns' ideas, outlined over the past month in Mr Hashimoto's policy accord with his coalition partners and Mr Ozawa's campaign for leadership of the opposition, differ most clearly on the economy.

Mr Hashimoto advocates classical Keynesian pump-priming prescriptions in line with LDP policy since the 1950s, while Mr Ozawa goes for a supply side policy, based on tax reform and economic deregulation.

On that basis, economic analysts at Salomon Brothers and J P Morgan in Tokyo believe that a long-lasting Hashimoto administration would mean continued caution on deregulation, with higher government borrowing, a return to inflation and a consequent fall in bond prices.

Yesterday's 1.1 per cent fall in Tokyo share prices was seen more as a reflection of Wall Street's price decline than as a judgment on Mr Hashimoto.

An Ozawa administration, by contrast, would go for faster deregulation, tax reform and tighter control over the budget deficit. That would reduce business costs, to the benefit of large, mostly quoted, companies able to increase profits at the expense of weaker competitors. It could also support bond prices.

Mr Hashimoto's policies are explained in his book, *A Vision of Japan: A Realistic Direction for the 21st Century*. There, he calls for a "substantial" increase in publicly-funded infrastructure spending over the next decade, to bring Japan's overcrowded roads and cities up to the same standard as other industrialised nations.

He is also, true to LDP tradition, a believer in only the gen-

JAPAN'S NEW CABINET LINEUP				
Position	Name	Age	Party	
Prime minister	Ryutaro Hashimoto	58	LDP	
Deputy PM, finance	Wataru Kubo	66	SDP	
Foreign	Yoshiro Kato	58	LDP	
Trade and industry	Shunpei Tokuhashi	48	LDP	
Justice	Ritsuko Nagao	62	Non-MP	
Construction	Eiichi Nakao	65	LDP	
Transport	Yoshiyuki Kamei	59	LDP	
Posts and telecoms	Ichiro Hino	61	SDP	
Labour	Takemichi Nagai	65	SDP	
Education	Mitsuo Okada	67	LDP	
Agriculture	Ichiro Ohta	71	LDP	
Health and welfare	Norio Kan	49	NHP	
Home affairs	Hiroyuki Kurita	57	LDP	
Environment	Sukio Iwatsuki	66	SDP	
Chief cabinet sec	Seiichi Koyama	60	LDP	
Management & co-ord	Sakakura Katsunori	69	SDP	
Defense	Hideo Imai	57	LDP	
Science and technology	Hidenori Nakagawa	51	LDP	
Economic planning	Shusui Tanaka	55	NHP	
Hokkaido and Okinawa	Saburo Okabe	60	LDP	
Land Agency	Kazumi Suzuki	66	SDP	

LDP = Liberal Democratic party; SDP = Social Democratic party; NHP = New Heisei party; Non-MP = Non-member of parliament; Imai is a member of the Diet and is the only member in the cabinet.

tiest of changes to the economic status quo. The ruling coalition's policy accord, achieved early this week, contains no reference to deregulation, seen as vital by Japan's leading companies as a means to reduce their high costs and stimulate medium-term growth, but feared by small businesses as a threat to their existence.

In his book, Mr Hashimoto voices concern about the initial loss of jobs that deregulation would bring, in line with the LDP's sensitivity to its powerful retailing and agricultural constituencies. He also stresses the rise in unemployment and loss of economic power risked by a rise in imports, echoing Mr Hashimoto's legendary toughness against foreign trade pressure.

Mr Ozawa's economic recipes are radical by contrast. However, his shortage of ministerial experience, with one cabinet post under his belt compared with Mr Hashimoto's

four, invites questions over his ability to carry out his programme if he were to win a general election.

Like Mr Hashimoto, the opposition leader believes in an increase in public spending, but only for five years, to provide jobs while economic deregulation is carried out, as explained in a manifesto for his election as NFP leader last month.

Mr Ozawa's policy plan calls for a tax system overhaul, to stimulate consumption and increase the share of tax revenues derived from indirect levies, needed to compensate for the erosion of the income tax base by a fast-aging demographic profile.

The top income tax rate should be halved to 35 per cent and the corporate tax rate cut by five percentage points to 45 per cent, Mr Ozawa suggests.

This would be funded by a rise in sales tax from the present 3 per cent to 10 per cent 10 years after the completion of



Ryutaro Hashimoto is chosen as Japan's prime minister

his public spending programme.

Mr Hashimoto also supports a rise in sales tax, but no more than that already planned, up by two percentage points to 5 per cent from April 1997.

Most people are betting that the LDP's policies will prevail for the time being. While a general election may not be many months away, the LDP leads the opposition in the opinion polls, by 43 per cent to the NFP's 19 per cent, according to a newspaper survey just before Christmas.

Mr Ozawa will have to wreak

fearful damage on Mr Hashimoto, as he plans to do by exposing the new prime minister's part in the unpopular use of public money for the liquidation of collapsed housing loan companies, if he is to close the gap.

But whatever the outcome, the Hashimoto-Ozawa battle will be the dominant theme of Japanese politics for the foreseeable future. The chaotic coalition that succeeded the LDP's fall from power two-and-a-half years ago - precipitated by Mr Ozawa - are now giving way to clearer two-way debate.

## New premier may put imprint on US links

By Jurek Martin in Washington

The relationship with Japan may be the most important in the US foreign policy firmament, but a long line of Japanese prime ministers in the last 35 years has rarely placed much of an imprint on it.

The tough positions that Mr Ryutaro Hashimoto, as minister for international trade and industry, took in car trade talks with the US last year has suggested to some on both sides of the Pacific he may prove an exception.

But US policymakers, who have had to deal with no fewer than eight prime ministers in the past eight years, are more impressed by his political lineage inside the Liberal Democratic party, traditionally associated with strong ties with Washington.

Mr Walter Mondale, ambassador in Tokyo, said on US television on Wednesday that

Mr Hashimoto is "tough and speaks up for Japan, but is a strong friend of the US relationship; when he makes a bargain he lives up to it".

The new prime minister might be of a new generation of Japanese politicians but was also "an old hand", with 23 years' service in the Diet. The same characteristics applied to Mr Hashimoto's great political rival, Mr Ichiro Ozawa, now opposition leader but also from the LDP school of politics.

Comparisons are freely made in Washington between Mr Hashimoto and Mr Yasuhiro Nakasone, prime minister in 1982-87, both relatively outspoken by traditional Japanese political standards and both as a result, far from popular with their domestic political peers.

The US sees Mr Nakasone's merit as that he tried to put Japan on the international

political map, invariably in support of US interests and policies. Similarly, Mr Hashimoto, when finance minister in 1991, took an initiative welcomed in Washington in obtaining approval for the \$9bn Japanese contribution to help underwrite Gulf War costs.

Mr Nakasone was also receptive to US pressure to open the Japanese market, but not always successful in implementing change. The same hope attaches to Mr Hashimoto, but with the realisation that his main challenge, reinvigorating the Japanese economy, is different.

Mr Hashimoto heads a government whose natural order has been restored with the departure of Mr Tomiichi Murayama, the socialist leader dependent on his party's old adversary, the LDP. Recent weak coalition governments in Tokyo have irritated the US.

## LDP's return to power leaves voters bewildered

By Michio Nakamoto in Tokyo

Like an irritant that refuses to go away, Japan's Liberal Democratic party resurfaced in the top seat of government yesterday as a bewildered Japanese public asked itself how it had all happened.

Just two-and-a-half years ago, the LDP, which had governed Japan unintermittently for nearly four decades, had been voted out by a disgruntled electorate and replaced with a coalition united only in its opposition to the Liberal Democrats.

It was an historic event that seemed to usher in a new era in Japanese politics.

Never mind that, in the summer of 1993, following the defection of dozens of disaffected members and finding itself in opposition for the first time in 38 years, the LDP was pronounced in the throes of extinction. "A bloated organisation is falling down

with a crash," wrote Aera, a widely-read weekly magazine.

Mr Kaoru Yosano, an LDP parliamentarian, noted at the time that his colleagues were worried that by the time they start to think about becoming ministers, "the LDP may already have ceased to exist".

Rejection of the LDP at the ballot box was greeted as an unambiguous sign that voters wanted change. Fed up with factional struggles and the backroom deals that marked the LDP, the public believed that by voting for a new set of liberal conservatives they were ushering in an age of open, responsible government in which policy really mattered.

Never mind that the new conservatives were LDP defectors, they were younger and assumed a modern and more straightforward style.

Meanwhile, the LDP, discounted by the media as an anachronism, dejected but

determined to return to power, went through an agonised period of soul-searching.

It was not allowed much time for self-examination. Before any transformation of old-style LDP politics could begin, the party found itself back in power in an improbable coalition with its long-time opponent, the Social Democratic party.

What is more, the socialists' willingness to throw in the winds everything they stood for and embrace the Liberal Democratic agenda gave the LDP a perfect chance to reassert itself with a vengeance. The rise of Mr Ryutaro Hashimoto to be LDP prime minister brings the party full circle.

Yet, the return of the LDP was a result of circumstance rather than public choice, and resigned as they are to politics as usual, many Japanese cannot shake off a nagging feeling that they have been duped.



Malcolm Rifkind visiting the Great Wall of China yesterday

## Rifkind hails Beijing meetings

By Tony Walker in Beijing and Bruce Clark in London

Mr Malcolm Rifkind, UK foreign secretary, yesterday hailed as "very positive" his three days of talks in Beijing with Chinese leaders, including a meeting with President Jiang Zemin.

But sharp differences remain over such issues as China's plan to dissolve Hong Kong's legislative council after Beijing takes over the territory in 1997. The two sides are also at odds over Governor Chris Patten's role in the transition.

Mr Rifkind said yesterday that despite differences, his meetings with Chinese officials had helped set the stage for a further improvement in Sino-British relations, particularly over Hong Kong. "There is a desire on both sides to look to the future rather than look back," he said.

In a speech in Edinburgh today, devoted to UK relations with east Asia, Mr Rifkind will commit himself to a "firm and sustained dialogue" with Bei-

jing over humanitarian issues, which would stress the desire of many countries for substantial improvements in China's human rights record.

But he will also stress the huge potential importance of commercial links with China, and welcome the fact that during his visit, Chinese leaders went out of their way to assure him of their commitment to Hong Kong's autonomy.

China has said the territory's Legislative Council will cease to exist after the 1997 takeover. It has also refused to talk to Mr Patten since he unveiled proposals in 1992 to extend the democratic privileges of Hong Kong citizens.

Mr Rifkind said he was satisfied with his discussions on such vexed issues as the further expansion of Hong Kong's port.

China had delayed approval for the construction of extra container facilities because of its objection to the involvement of Jardine Matheson, the trading company which has backed Mr Patten's democratic

reforms.

Mr Rifkind said companies engaged in the project were reviewing the composition of the consortium formed to build Container Terminal 2, but he would not be drawn on details.

The foreign secretary received a sharp rebuff over his request that China reconsider its decision to disband the 60-seat LegCo. Mr Chen Jian, China's foreign ministry spokesman, said the decision was "non-negotiable".

He also appeared to discount the possibility of a renewed dialogue with Mr Patten, saying: "The return of Hong Kong is a matter for the Chinese and British governments; parties involved in any talks should be China and Britain."

President Jiang Zemin assured Mr Rifkind that China would grant Hong Kong a "high degree of autonomy," he declared.

In today's speech, the foreign secretary will underline the

growing importance for Britain of both China and Japan, a country recently visited by Mr Michael Portillo, the defence secretary.

But he will also argue that Britain still needs to be "at the heart of the debate" over Europe in order to pursue these and other global interests successfully.

Simon Hollister adds from Hong Kong: Hong Kong's transfer to China next year will be a great success, Mr George Bush, the former US president, told an audience of Hong Kong business leaders last night.

"China will show the world," Mr Bush said in what was the most optimistic assessment of the transition in years. His upbeat prediction comes at a time when the tone of British government comment on the handover has turned negative.

Mr Bush was obliquely critical of British policy towards Hong Kong, observing: "You don't have to create an idealised western democracy overnight."

## Role in home loan crisis set to haunt PM

By Gerard Baker in Tokyo

The first and toughest challenge for Mr Ryutaro Hashimoto, Japan's new prime minister, is to persuade a hostile public and a sceptical parliament to endorse the government's plan, announced last month, to spend ¥600bn (£4.2bn) on bailing out the country's bankrupt housing loan companies.

His task will be further complicated by opposition attempts to blame him personally for his involvement in the circumstances that led to the collapse of those companies under a pile of non-performing loans.

The government has said those in office who failed to prevent the *jusen*, as the mortgage lenders are called, from piling up their bad loans in the first place will be pursued and forced to take responsibility. Some of that blame seems certain to come uncomfortably close to the prime minister's door.

The allegations against Mr Hashimoto stem from his time as finance minister between 1989 and 1991. When he took office the "bubble" economy was nearing its peak, with land and equity prices soaring. Though most Japanese had of public money for the liquidation of collapsed housing loan companies, if he is to close the gap.

But whatever the outcome, the Hashimoto-Ozawa battle will be the dominant theme of Japanese politics for the foreseeable future. The chaotic coalition that succeeded the LDP's fall from power two-and-a-half years ago - precipitated by Mr Ozawa - are now giving way to clearer two-way debate.

Mr Hashimoto's defenders will argue that his responsibility is no greater than those of other finance ministers. Several before him have been attacked for allowing the bubble economy to inflate, and his successors failed to tackle the *jusen* issue effectively until it was too late.

Other ministries will also come under fire for their failure to deal with the problem, most notably the agriculture ministry, which failed to stop the farmers' co-operatives leading to the *jusen* after other financial institutions had desisted.

But the difference is that none of these other officials and politicians is about to become prime minister. The government's promise that all those responsible will be held to account is an acute embarrassment only to those who hold high office. And there is now none higher than Mr Hashimoto.

This week, the popular news magazines have begun their own witch-hunt for the culprits. With customary hyperbole they have published lists of those they call "Class A war criminals" in the *jusen* debacle. It is, of course, Mr Hashimoto who tops every list.

## Singapore push for 'first league'

Singapore yesterday outlined plans to pursue an aggressive regional investment programme as part of a broader strategy to join the "first league" of developed nations by the year 2000. The city-state, officially classified as a developing country this month, maintained its ranking as the fifth highest investor in China last year, and was second in Thailand and Burma. According to figures released by the Economic Development Board (EDB), the agency overseeing the "regionalisation" thrust, approved Singapore investments in China totalled US\$1.6bn in the six months to last June.

Singapore has jumped to the eighth largest investor in India, with \$90m in investments in the same period, the EDB said. The EDB was poised for more co-investments with multinational companies in the region this year, while continuing to assist outward-bound home-grown companies through tax incentives, capital infusions and investment guarantee schemes. Mr Chua Tuck Him, director of international business development, said the regionalisation efforts were growing in tandem with domestic investments. Allaying earlier fears that the outflow of capital would result in "hollowing out" of the local economy.

Reuter, Singapore

### HK 'has greater freedom'

Citizens of Hong Kong have greater freedom to engage in economic activities than the citizens of any other country, according to a study by 11 free-market think tanks around the world. The study involved compiling an index of economic freedom from 17 components. These include the ability to hold foreign currency, capital mobility, marginal tax rates, inflation variability and the extent of subsidies and transfer payments.

After Hong Kong, the next most "free" countries are New Zealand, Singapore, the US, Switzerland and the UK, based on the average value of their freedom indices between 1993 and 1995. The least free are Somalia, Zaire, Iran and Algeria. The authors argue that those countries which rank highly in terms of economic freedom tend to enjoy stronger economic growth than those further down the scale. The study also shows the average index for economic freedom across the world has risen in recent years.

Robert Choie, Economics Editor, *Economic Freedom of the World 1995-96*, James Gwartney et al, Institute Economic Affairs, 2 Lord North St, London SW1

## Australian jobless figures dent interest rate hopes

By Nikki Taft in Sydney

Prospects of an early interest rate cut in Australia receded yesterday after December employment data showed the country's jobless rate fell to 8.1 per cent from 8.6 per cent in the previous month. This is the lowest level enjoyed by Australia since December 1990, and the fall in the number of

unemployed (52,300) was the largest on record.

The estimate of total employment rose by 4,900 during the month, following a 112,100 increase in November. The labour market improvement was much stronger than private-sector economists had been forecasting. Many had expected a fall of around 50,000 jobs.

"Together with recent relatively buoyant indicators of domestic demand, [the data] suggests economic conditions in Australia are stronger than previously expected," Société Générale Australia said. The sharp drop is a plus for the federal government, which must go to polls in the first half of this year. Although some forecasters warned about statistical

aberrations and suggested that the unemployment rate would probably rise slightly in the next couple of months, yesterday's jobs numbers were generally seen as an indication of a stronger-than-expected economy. Ministers were quick to seize on the numbers. "This unemployment rate... confirms the strength of the government policies over the last

three years, where we've now seen 740,000 jobs created and our election commitment was for 500,000 jobs," said Mr Simon Crean, federal employment minister. However, economists generally concurred that any chance of a pre-election interest rate cut - which would be popular among mortgage-paying voters - had now virtually disappeared.



## São Paulo's top bank reverts to state control

By Angus Foster in São Paulo

The Brazilian state of São Paulo yesterday won the right to take back control of its largest bank, Banespa, after the central government gave up hopes of seeing the troubled institution privatised.

Banespa, which has been under central bank administration since December 1994 because of liquidity problems, will revert to state government control once a complex restructuring programme is approved by the federal and state legislatures. Approval could take a couple of months to finalise but is expected to be granted.

São Paulo's Governor Mário Covas, a close ally of President Fernando Henrique Cardoso, said the agreement was "the best solution to a number of problems" related to the bank. Mr Covas had refused to bow to demands to sell the bank, claiming it remained viable in the public sector.

But private sector bankers were unhappy with the accord, believing the links between politicians and state banks continue to threaten the banking system's health. The agreement, which represented a defeat for the central bank, also triggered rumours of dissatisfaction among its senior directors.

Under the agreement, São Paulo will swap about half the R\$15.1bn (\$15.6bn) debt it owes to Banespa for new federal debt issued by the national treasury, which carries a longer maturity and lower interest rates. The other half will be paid off with money raised from transferring three airports and São Paulo's railway system to the federal government. São Paulo will also assume part of Banespa's pension liabilities.

São Paulo will offer 51 per

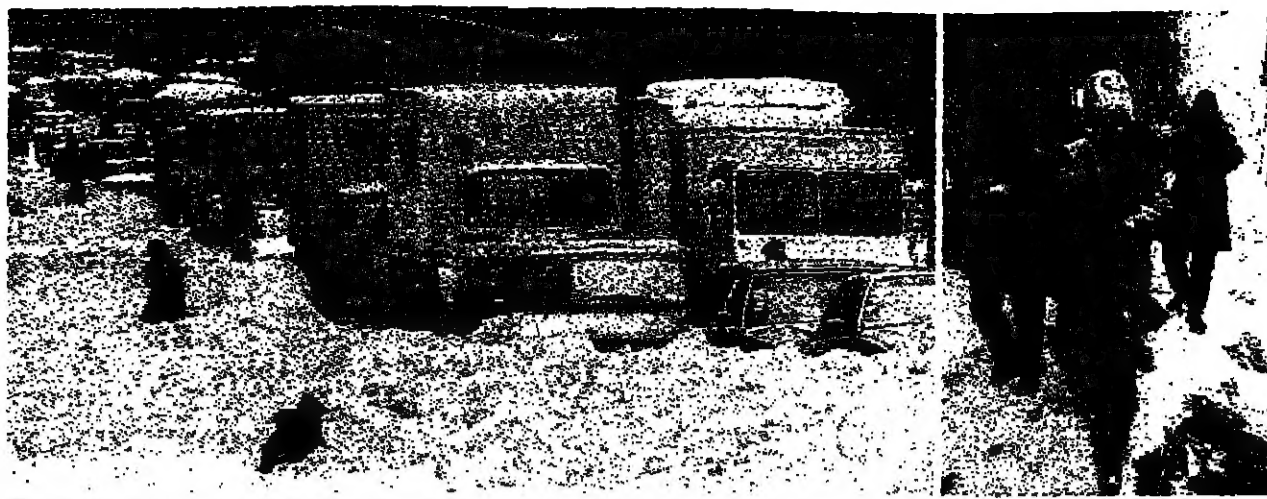
cent of Banespa's shares and the state's value added tax receipts as guarantees for the federal debt. The state must also install and maintain professional management in the bank and streamline it to compete with the private sector. For example, Banespa is widely viewed as being over-staffed, partly with political appointees, and having an excessive branch network.

Mr Covas admitted the agreement could not prevent his successor using the bank for political ends, as happened with his two predecessors, which triggered many of the bank's problems. "That's the democracy. If people make the wrong choice at elections, they pay," he said.

### Private sector bankers are dismayed at the decision

The cost of the deal to São Paulo will be about R\$63m a month in the first year. This includes about R\$40m of interest and debt costs on the newly issued federal debt, and about R\$23m in assumed pension liabilities. The debt cost will rise over the period of the 30-year paper to reach R\$50m a month in the final year.

São Paulo will receive R\$3.6bn immediately from the transfer of its railway system, known as Fepasa, although this total is subject to review. The central government is preparing the rest of the country's rail network for privatisation and believes it can sell Fepasa more effectively. However, the network is a heavy loss-maker and will take time to prepare for sale.



Clearing up in Manhattan (left) after heavy snow storms wreaked havoc across the eastern US

## Blizzards in US could cost insurers less than \$1bn

By Ralph Atkins, Insurance Correspondent

Blizzards which have paralysed large parts of the US in recent days may cost insurers less than \$1bn, according to preliminary estimates by industry experts.

The snow storms have been blamed for at least 100 deaths and forced most schools and businesses in affected areas to remain closed until Tuesday, paralysing airports, trains, buses and cars.

Mr Jim Welsh, senior claim consultant at Property Claims Services, the US insurance information organisation, said

yesterday that the severe weather was likely to amount to "a moderate level catastrophe" for insurers, provided there is no fresh outbreak of blizzards on a bigger scale.

Although accurate figures would not become available for some weeks, Mr Welsh said insured losses were likely to be lower than those caused by violent snowstorms in 1993 which hit 20 states and cost \$1.5bn.

Losses are likely to have been moderated because the snow has been light and powdery, resulting in less damage than is caused by heavy, wet

snow. The 1993 storms, which ranked as the US's fifth most costly catastrophe, were also accompanied by high winds and coastal flooding.

Nevertheless, some 17 states from Indiana to the US east coast and north to New England have been badly hit by snow storms this month. Damage has been caused by collapsed roofs and burst pipes. More detailed estimates are expected from PCS next week.

The relatively light losses will be spread across a number of insurers in the US and overseas, including in the UK, limiting the overall burden borne by individual groups.

Many federal government workers returned to work through Washington's slush-filled streets yesterday after a three-day snow-enforced absence prolonged the three-week politically inspired partial government shutdown.

The capital's subway system operated shortened trains, with a third of carriages reportedly still being dug out of snow-buried yards.

Philadelphia schools were closed for the fourth consecutive day yesterday and most Boston schools were still closed. Weather forecasters warned that more snow appeared to be on the way.

## Fresh blow to Argentina's ruling party

By David Pilling in Buenos Aires

Argentina's governing Peronist party received a fresh blow yesterday when the high-profile and popular Mr Gustavo Beliz, former interior minister under President Carlos Menem, quit the party.

Mr Beliz, for several weeks involved in a bitter public argument with Peronist officials over the party's selection of a candidate for mayoral elections in the federal capital of Buenos Aires, said he would not join another political group but would seek to rally independent supporters.

Mr Beliz, a close ally of Mr Domingo Cavallo, economy minister, was blocked by the traditional wing of the Peronist party from becoming its mayoral candidate. Mr Beliz's support for Mr Cavallo and his often truculent attacks against corruption lost him favour with many of the Peronist old guard who are suspicious of the neo-liberal policies being orchestrated by the economy ministry.

The position of Buenos Aires mayor to be elected by popular vote for the first time, will be one of the most powerful in the country.

Speculation had been rife that Mr Beliz would join the Frepaso centre-left alliance, whose two main leaders Mr José Octavio Bordón and Mr Carlos "Chacho" Alvarez are also Peronist defectors. But his transfer to the alliance was effectively stopped by Mr Alvarez, who said Mr Beliz could not become Frepaso's mayoral candidate either.

Mr Beliz had little option but to leave the Peronist party, whose control of political institutions is almost unchallenged, after he launched a fierce attack against Mr Menem for failing to convene mayoral elections in 1995 as foreseen in the new constitution. He accused the Peronists, who are not likely to win the mayoralship in the middle-class-dominated federal capital, of deliberately stalling the electoral process and of cheating the population of its constitutional rights.

Mr Eduardo Bauzá, cabinet chief, said Mr Beliz's departure would not affect the Peronist party. But Mr Beliz's parting words, indicating that he did not want a country run by corrupt officials and drug traffickers, are likely further to sully the already tarnished image of the governing party.

Governor's package includes a 15% cut in personal and business taxes for Californians

## Wilson woos voters with budget sweetener

By Christopher Parkes in Los Angeles

Californians have been offered a 15 per cent cut in personal and business taxes as a sweetener in an unexpectedly expansive 1996-97 budget package unveiled by Governor Pete Wilson.

Drawing on last year's surprise \$1bn surplus from revenues garnered thanks to the strong economic recovery, Mr Wilson proposed an immediate

redistribution of \$500m in this year's tranche of his three-year plan to bolster enterprise and private consumption through reduced state taxes.

He claimed his project, which includes extra incentives to bolster specific industries including computers and biotechnology, would cut the total tax burden by \$11bn by the end of the decade.

However, plans to cut welfare payments and environmental protection budgets, and

increase spending on prisons by almost 11 per cent while education is offered a rise of less than 5 per cent, are likely to stir resistance and delay approval by the state government.

Even Mr Wilson's tax concessions came under immediate fire from Democrats aggrieved at his continued attack on the welfare system, which has already suffered cumulative cuts of some 30 per cent in his five previous budgets.

But he defended his proposals, which included \$8bn in bond issues for building more prisons, education facilities and environmental projects, as a reflection of California's principal concerns: public safety, public education and improving the business climate.

Despite his apparently lavish mood, Mr Wilson's \$61.5bn package represented a relatively modest spending increase of only 2.4 per cent over 1995-96.

Educationalists, accustomed to being squeezed, welcomed a proposal to freeze university tuition fees and raise spending on higher education by 4.5 per cent to \$6.5bn.

The 3.3 per cent increase proposed for spending on junior schools was criticised as adequate only to maintain current standards, already eroded by previous spending squeezes.

The governor's proposal for a \$8bn bond issue to finance school and university building

is expected to be one of the few elements approved without a doubt. More dissent can be expected over his request to raise \$2.2bn to build six new state prisons, which has already been rejected in the past two budgets.

Expenditure on adult jails has already increased more than 15 per cent since the state's policy of imprisoning three-time criminal offenders for 25 years to life was introduced two years ago.

## NEWS: INTERNATIONAL

## S Africa may ease exchange controls

By Roger Matthews in Johannesburg

Sustained capital inflows to South Africa last year and the Reserve Bank's announcement of a strong improvement in gross foreign reserves in December have heightened speculation that a further relaxation of exchange controls is likely within the next two months.

The December figure showed gross foreign currency and gold reserves had risen to R15.88bn (\$4.3bn), an increase of R2.34bn over the previous month.

Although this represents only a little more than six weeks' imports, the elimination of short-term foreign liabilities during the final quarter of last year suggests that the reserves

will continue to strengthen.

Mr Chris Stals, governor of the Reserve Bank, said the December figure was even better than it appeared because of seasonal factors which normally saw reserves dip as investors repatriated dividends and profits.

Mr Stals and Mr Chris Liebenberg, minister of finance, are due to meet shortly to discuss macro-economic strategy before the March 13 budget, heightening speculation that the easing of foreign exchange controls is high on the agenda.

The government last year announced the abolition of the financial rand, the two-tier currency system used to block foreign capital outflows, five days before the introduction of a March budget committed to a

reduction in the fiscal deficit.

Although Mr Liebenberg has said that the government may narrowly fail to hit the deficit target of 5.5 per cent of gross domestic product, he is likely to announce a more ambitious objective in the next financial year, perhaps as low as 5 per cent of GDP.

The two most likely beneficiaries when exchange controls are further eased are South African institutional investors, which manage an estimated R500bn, and those companies seeking investment opportunities in the country's neighbourhood.

Last July Mr Stals allowed insurance companies, pension funds and unit trusts to invest a portion of their assets overseas through "asset swaps"

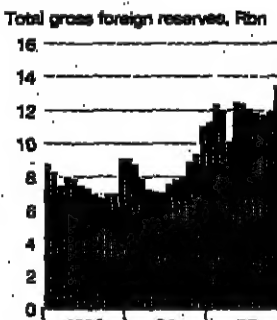
with foreign companies, and said that eventual permission for cash allocations would depend on the level of overall reserves.

The Reserve Bank has also adopted a more flexible policy towards applications for acquisitions in African countries where the sums involved have generally been small. However, a more general relaxation of controls for companies seeking wider international investments appears unlikely at this stage.

South Africans who have emigrated, but whose funds are blocked, are the third category hoping for some relief.

Mr Stals and Mr Liebenberg have warned repeatedly that more than 50 per cent of the foreign capital inflows are short-term, and while the gov-

ernment remains committed to the abolition of exchange controls, it has ruled out the "big bang" advocated by some industrialists and private sector economists.



Source: South African Reserve Bank

## Nigeria frees FT journalist on bail

By Michael Holman

Mr Paul Adams, the Financial Times Nigeria correspondent who had been detained since Thursday last week in the south-eastern oil city of Port Harcourt, was yesterday released on bail.

Mr Adams - who was due back in Lagos last night - appeared in the local magistrates court in the morning, where he was charged with possession of seditious material.

The material is understood to be a statement or speech issued by one of the leaders of the local Ogoni community at a rally in the town of Bori, where Mr Adams was arrested last Thursday during a reporting trip to the area.

Mr Richard Lambert, Editor of the FT, last night said: "We are delighted that Paul has been released, and are most grateful to all those who assisted."

"We will vigorously contest any charge. I have no doubt that he was acting in a thoroughly responsible and professional manner."

Residents of the oil-producing region have been protesting against pollution, and demanded a greater share of the oil revenue. Nine Ogoni minority rights activists, including author Ken Saro-Wiwa, were hanged in November, after being found guilty of murder of four chiefs. The trial was widely criticised as unfair, and the executions provoked international condemnation.

According to Nigerian law, possession of seditious material is an offence that carries up to two years in jail on conviction.

His release follows representations by the British government and diplomats at the High Commission in Lagos, as well as leading Nigerians, including diplomats, former politicians and senior businessmen, who made clear their concern about Mr Adams' detention in private contacts with the military government.

Mr Adams, 38, has been based in Lagos for the Financial Times since 1993.

## Zeroual ready to cash in on extremist feud

By Roula Khalaf, Middle East Correspondent

The declaration of war by one Algerian Islamic faction against another has highlighted a widening rift among militants locked in a bitter struggle with government forces since 1992.

While the result may be costly in lives, disarray in Islamic ranks may speed renewed contacts between the government and the Islamic Salvation Front (FIS), the banned political party that was poised to win elections in 1992 before they were cancelled by the government.

The extremist Armed Islamic Group (GIA), responsible for the highly-publicised bomb attacks in Algerian cities and believed to have been infiltrated by security forces, has declared war on the Islamic Salvation Army (AIS), the armed wing of the FIS.

This follows accusations by the FIS that the GIA is responsible for killing FIS leaders. It also follows conciliatory FIS statements towards President Liamine Zeroual and government reports of hundreds of Islamic militants - and even some FIS leaders - giving themselves up to the authorities, in response to a presidential promise of clemency.

Although the GIA and the FIS have been at each other's throats for months, the November presidential election won by Mr Zeroual has heightened the tension.

The election cemented the view that the Algerian government would not be toppled by the Islamists, though the resurgence of violence after the election illustrated that Mr Zeroual still had to work towards national reconciliation. Soon after the election, political analysts began renewing their calls for negotiations with the FIS.

Mr Zeroual, however, has been in no rush to act. Algerian officials say the election has strengthened his position, allowing him to wait for his opponents to disintegrate and for the FIS to move towards a rejection of all forms of violence, thus removing the

young militants' political justification for maintaining the struggle.

If the FIS is to be brought back to the political fold before legislative elections promised by Mr Zeroual for later this year, say Algerian officials, it has to be on Mr Zeroual's terms. In the meantime, he can claim to his people and to the west that he is open to Islamists. Last week he appointed three moderates, government-friendly, Islamists to cabinet posts: a dissident FIS co-founder and two others belonging to the party Hamas, a FIS rival which took part in the presidential election.

The FIS, already decimated by the killing of its leaders and by government efforts to sow rifts among its leadership, suffered a further blow in the election when its calls for a boycott were ignored (only partly because supporters felt pressure from the government to vote). The election marked a similar setback for the GIA, whose threats against going to the polls were also ignored.

At the same time, the strength of the FIS armed wing has become increasingly difficult to gauge, given the Algerian government's tight grip on security information and on the press. As the government would like Algerians to believe, the violence in the country, which has claimed more than 40,000 lives so far, appears now to be predominantly the domain of the GIA, which is dominant in Algiers, where it wages a war of urban terrorism.

Mr Rabah Kebir, the FIS leader in exile in Germany, has played the part well since the November election. Realising that the message from the election is that people are fed up with violence, he has begun to condemn terrorist acts by the GIA, to dispel notions promoted by the authorities that the Islamist movement is purely a terrorist one. Such measures of house cleaning, it is hoped, can put pressure on the president to reintegrate the moderate wing of the FIS into the political game by the time legislative elections are held later this year.

## Old loyalties fade in Palestinian poll

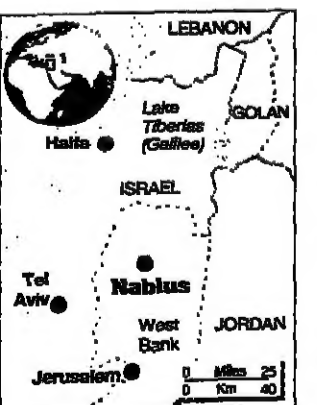
The intifada generation demands to be heard. Julian Ozanne reports

In the afternoon drizzle a group of independent candidates try to explain to cautious Palestinian voters in a small village near Nablus why they should vote against the official list of candidates put forward by Mr Yasser Arafat's Fatah faction of the Palestine Liberation Organisation.

It is not an easy task because Nablus, a bustling commercial centre on the West Bank, is a Fatah stronghold and, according to many political scientists, a heartland of traditional attitudes and political behaviour.

Mr Arafat has counted on Nablus keeping with tradition but conventional attitudes are being challenged by 54 candidates vying for eight seats in the 88-member legislative council to be elected a week tomorrow.

Dozens of independent candidates like those out campaigning yesterday from the Freedom and Independence bloc are defying the customary political dominance of the ruling Palestinian families, the older generation and Mr Arafat himself.



learned much from observing Israel's plural democracy and they are determined not to settle for a traditional authoritarian Arab regime.

The results in Nablus may well be a bell-weather of the extent to which Palestinian political culture has changed during 28 years of Israeli occupation and the six-year intifada.

It may be Mr Arafat who gets the biggest shock. The veteran Palestinian leader overturned local Fatah primaries in Nablus which had elected a list of largely young activists. Instead he drew up his own list which included representatives of Nablus's big families.

Among them was Mr Maher el-Masri, a leading figure in the large and wealthy family that once dominated Nablus politics and commerce. Mr Ghassan Shaker, another prominent Nablus family head and the city's former mayor, is also a leading Fatah candidate.

The intifada generation candidates are deeply critical of the way the Mr Arafat selected his list and the way he runs Fatah and the PLO.

"The old leadership of Fatah think they are gods and choose the list according to their own wishes," said Mr Husam Khader, a candidate for the Freedom and Independence bloc whose election to the official Fatah list in third place was rejected by Mr Arafat. "We want Fatah to be a modern democratic political party and we are offering the voters a choice between a fresh intifada leadership who can criticise the leadership and say no sometimes - or staying with the old guard, the old ways and the yes men."

Mr Nader Sa'Id, a Nablus based Palestinian sociologist, said that in the last elections in Nablus - to the Jordanian parliament in the 1950s - family had been the overwhelm-

ingly dominant factor with three or four of them towering above the rest.

But Israeli occupation and the politicisation of Palestinians during the uprising had broken down the influence of family and clan. Furthermore, Palestinian families no longer operate the way they did and many are deeply divided. In Nablus, for example, three members of the el-Masri family are running on different tickets.

"Family and clan is not enough to get a person elected any more," he said. "The family has lost power and significance and it is now just one political resource. There are new variables in Palestinian politics such as political affiliation, religion, age, what one did during the intifada, whether one struggled and suffered under the Israelis and one's personal record."

However, the picture is complex because many of the candidates from leading families are political figures in their own right. Furthermore, the first-past-the-post electoral system chosen by Mr Arafat tends to accentuate local, clan and traditional interests at the expense of national interests particularly given the boycott of opposition parties, most

notably the Hamas Islamic group.

Mr Khalil Shikaki of the Nablus based Centre for Palestine Research and Studies, says Mr Arafat intentionally chose a majority system rather than proportional representation because he knows it will be easier to manipulate.

"Arafat would rather deal with much less organised groups like family, clan and localised interests than with modern organised political forces like Hamas. That is also why he tried to marginalise Fatah by overturning the primaries. He has always shown he knows how to use and manipulate individuals and local interests to legitimise his policies," he said.

Mr Shikaki believes that, in the absence of a strong choice of opposition, the electorate in Nablus and elsewhere will vote for official Fatah candidates and the traditional families.

But as all political observers in Nablus admit there is little political or sociological research on which to base a solid analysis for the first nationwide Palestinian elections.



## NEWS: UK

German investment 'We have a very good staff here'

## Jungheinrich switches supply from US

By Andrew Baxter in London

Boss Group, the manufacturer of lift trucks, has won another vote of confidence from Jungheinrich, its owner, by clinching a deal to design and manufacture a new range of trucks for the Hamburg-based company.

The agreement further underlines the importance of the UK as a manufacturing site for European engineering companies, particularly German groups whose exports have been hampered by the strong D-Mark and high domestic labour costs.

It joins a growing list of such arrangements between UK producers of off-highway equipment and their counterparts in countries with strong currencies.

The announcement from Jungheinrich was accompanied by praise from Hans-Peter Schmolz, its new chairman, for the UK as a manufacturing centre and the progress made by Boss since it was bought out of receivership by the German group in May 1994. "The UK is the best place in Europe for a lift truck factory," he said in his first interview since becoming chairman on January 1.

"We have a very good staff there, and a good situation internally, with manufacturing focused on assembly." The deal coincides with a sudden dip in the German market for lift trucks which, Jungheinrich said last month, had worsened conditions there for manufacturing.

The new arrangement finally explains why Jungheinrich was so keen to buy Boss, formerly Lancer Boss, and why, last autumn, it approved a \$10m (£15.4m) investment package aimed at turning the Boss manufacturing site into a world-class producer of lift trucks.

Boss specialises in trucks powered by internal combustion engines (ICE), while Jungheinrich makes battery-powered trucks. The two serve



Hans-Peter Schmolz: "best place for a lift truck factory"

mainly different markets, with electric trucks used in warehouses and ICE trucks used elsewhere.

Industry observers have speculated that Jungheinrich would eventually have its own range of ICE trucks built in the UK, but the German company has refused to comment until now. It was constrained, said Mr Schmolz, because of an existing agreement under which Yale Materials Handling of the US made ICE trucks for Jungheinrich to sell under its own name, but only in parts of Europe.

That deal has now been terminated, and an interim arrangement will continue until 1997. By then, the expansion at Boss, which is due to double production capacity, will be completed. The new Jungheinrich range should then be ready for production. Mr Schmolz said Jungheinrich wanted to become a global player in lift trucks, and needed to have its own range of ICE trucks which it could sell worldwide. "Buying Boss was one of the last chances we had to do this," he said.

Management, Page 16

## Siemens aims to buy IT companies

By Stefan Wagstyl, Industrial Editor

The British offshoot of Siemens, the German electronics and engineering group, plans acquisitions in the information technology industry.

Mr Jürgen Gehrels, chief executive of Siemens' UK operations, said yesterday that, even though the company had grown fast, it needed to make acquisitions in markets where it was weak including information technology. With information technology sales of £260m (\$320m) last year, Siemens had a small share of a UK market worth £10bn a year.

The company's acquisitions last year included a controlling stake in a telephone switchboard maker from Mercury Communications, the telecommunications company, and investments in two former British Rail maintenance depots in partnership with Babcock International, the engineering group.

Siemens UK last year posted a turnover of £1,250m, marginally down on 1994, when the company benefited from large power station orders. Excluding such projects, said Mr Gehrels, turnover rose over 20 per cent.

The market for electrical engineering and electronics grew by 5 per cent to 6 per cent last year and should grow by a further 6 per cent in 1996, said Mr Gehrels. Siemens believes its own sales will grow faster than this, particularly after 1997 when its microchip plant in north-east England comes on stream. Mr Gehrels forecasts that turnover will double in the next five years.

Mr Gehrels saw little sign of the slowing in exports reported by other companies. He predicted a 20 per cent increase in exports this year from £267.5m in 1995.

He added that the British government's privatisation policies had contributed to Siemens' growth.

Northern Ireland Mitchell reports 'decommissioning' progress to prime minister Major

## Drive to end weapons deadlock stepped up

By John Kampner, Chief Political Correspondent

Mr John Major last night met the three-man international commission on Northern Ireland amid possible signs of a more flexible approach by Sinn Féin towards the handover of paramilitary weapons.

The prime minister was briefed in London by former US Senator George Mitchell on the progress his panel is making as it prepares to deliver its final report to the governments of Britain and the Republic of Ireland next week.

The British government reacted cautiously to the release by Sinn Féin, the political wing of the Irish Republican Army, of its formal submission to the Mitchell team. A

senior government official said Mr Major had been told of its main points and had found them "interesting".

In Dublin, the 20-page document was given a more vigorous welcome, with officials of the republic's government indicating that Sinn Féin might be prepared to tackle head-on the vexed issue of how

arms might be handed over. Meanwhile, after initially welcoming the Sinn Féin submission, Mr Ken Maginnis reversed his line yesterday. Mr Maginnis is security spokesman for the Ulster Unionist party, the largest pro-British party in Northern Ireland.

A statement said to have been issued on the instructions of Mr David Trimble, the party leader, said: "While Ulster Unionists were happy to welcome earlier indications from Dublin that Sinn Féin/IRA had altered its position on the decommissioning of its illegal weapons, it is now becoming clear that nothing has changed. It doesn't add up to anything. They're avoiding the issue of immediate decommissioning."

Mr Mitchell moves on to Dublin for talks with the republic's government today. He will then go to Belfast for meetings with the main parties in Northern Ireland.

For the first time, Sinn Féin has made clear it is prepared to discuss the British agenda on decommissioning weapons. Its paper to the Mitchell panel dis-

closed the options presented by the UK government during negotiations last May for the removal of IRA weapons. These included destruction of weapons by those in possession of them.

Originally Sinn Féin said ruled out any discussion of British terms for decommissioning. But in its submission to the Mitchell panel, Sinn Féin suggested that "as part of a peace settlement, the disposal of arms by those in possession of them is a method which may find acceptance."

It also indicated that the IRA might be prepared to allow an independent third party - perhaps the Mitchell commission itself - to witness the destruction of its weapons by its own volunteers.

## Investors demand \$31m damages from consortium

By Jim Kelly, Accountancy Correspondent

All members of a leading international organisation of accountancy firms and companies were liable for a fraud in which investors lost heavily, it was alleged yesterday in the High Court in London.

If such liability were established by the court it would disavow leading global accountancy organisations which have always sought to restrict their legal liability within national boundaries. More than 100 investors are seeking up to \$20m (£31m) in damages from Clark Whitehill and Kenneth Leventhal & Co, the US and UK members of the international organisation at the time of the fraud, and Bangstad Revisionsbyrå, the Swedish member.

The court heard that the UK firm and US company are being sued on their own behalf and as representing all members of Clark Kenneth Leventhal from its formation to 1990 - except for the Swedish member - which is being sued separately. All the defendants contest the claims.

Mr Nick Young, a former executive director of Clark

Kenneth Leventhal (CKL), the international organisation, was jailed for four years for fraud in 1991. He claimed to be investing money in offshore trusts with a high rate of return, but actually spent it on a system he had devised for betting on horse races.

It was alleged in an opening statement that the defendants were negligent and "vicariously liable" for the fraud committed by Mr Young. "It is submitted that Clark Kenneth Leventhal carried out a single business and carried it on as a partnership."

It was alleged that Mr Young had met his clients in the offices of Clark Whitehill in central London, and had paid his employees £750 a month for the use of office facilities for private client work. The court heard he had access to telex and telephone machines without which he could not have run his scheme. He was able to operate with the "appearance of the knowledge and support of CKL and Clarke Whitehill..." The court was told Mr Young was an "accomplished confidence trickster."

In 1993 Mr Brian Worth, a former senior partner of Clark Whitehill and former chairman

of CKL, was disciplined by the Institute of Chartered Accountants in England and Wales for failing to supervise Mr Young's activities. It was also alleged that another former chairman of CKL, invested with Mr Young and gave a reference for him as an investment manager. The former chairman was Mr Bengt Bangstad, head of the Swedish member of CKL.

The opening statement for Clark Whitehill and Kenneth Leventhal & Co argued that CKL was an association of independent accounting firms and not a partnership itself.

CKL never said Mr Young could take investment funds and they were not aware he did. They were unaware of his activities which he carried out in a private and personal capacity. Each of the plaintiffs knew this, claimed the statement. "Each knew that he was investing his money with Mr Young personally."

Neither CKL nor Clark Whitehill owed any duty of care to the selected plaintiffs in relation to any financial loss which they might suffer from their dealings with Mr Young, said the statement. Neither CKL nor Clark Whitehill was negligent.

## UK NEWS DIGEST

## Central bank revises rules

The Bank of England, the UK central bank, has issued new guidelines for spotting a bank in trouble. They are intended to avoid another collapse like last year's failure of the Barings merchant bank. The central bank said it would pay closer attention to banks which face a significant risk because they derive an unusual proportion of their profits from a single product group or overseas operation. Its comments were in a report on its response to recommendations from the Board of Banking Supervision for changes in the way it oversees banks. An operation will be regarded as significant if it involves more than 5 per cent of a group's regulatory capital, or generates more than 5 per cent of its gross revenues or group profits. If an authorised bank has a financial exposure to another part of the group of more than 10 per cent of its capital, that will also be regarded as significant.

Had all this been in place last year, it would have been expected to catch a problem such as the rapid build-up of advances from the Barings group to its Singapore trading operation. By February 24 last year, when Barings told the Bank of England of its problems, these loans totalled more than twice the reported capital of the Barings group.

George Graham, Banking Correspondent

## Bond issue ruled out

The French and British governments ruled out a plan by Eurotunnel, the Anglo-French operator of the Channel tunnel, for a government-guaranteed bond issue to solve its financial crisis. The statements came after it emerged on Wednesday that Eurotunnel had asked both governments to guarantee a bond issue to help refinance its \$50m (£32.5m) debts on which it suspended interest payments in September.

The French finance ministry said: "This is a private operation and we operate on the principle of non-intervention." In the House of Commons, Mr William Waldegrave, chief secretary to the Treasury, said the British government's policy of not subsidising Eurotunnel had not changed.

FT reporters in London and Paris

## GTEch chief sues Branson

Mr Guy Snowden, chairman of GTEch Corporation, issued a writ against Mr Richard Branson, chairman of Virgin group, (GTEch is a US lottery equipment company which is part of the Camelot consortium which runs Britain's National Lottery). Mr Snowden said he wanted "to clear my good name". The writ alleges that Mr Branson defamed Mr Snowden in a BBC television programme on the lottery. Mr Branson alleged in the programme that Mr Snowden had offered him an inducement to quit the bidding for the licence to run the lottery. "We look forward to seeing them in court," said Mr Branson.

Raymond Snoddy, Consumer Industries Staff

## Strike ballot at Ford plants

Ford's 22,000 manual workers in Britain are to be balloted on strike action after the company had failed to improve its "final offer" at a meeting with trade union officials. Workers at Ford factories including Dagenham in east London and Halewood in north-west England will vote on whether to strike against a pay offer worth about 9.25 per cent over the next two years. The company has rejected a union demand for a cut in the 39-hour working week.

Andrew Bolger, Employment Staff

## Business newspaper to launch

Mr Tom Rothery intends in March to launch a six-section Sunday newspaper devoted entirely to business. Mr Rothery is the founder and former editor of Business Age magazine, who sold the magazine to VNU, the Netherlands publisher for £2m. He is using the money as start-up capital for the new paper, to be called Sunday Business. "We are doing a proper job; we have had the funds to do it properly," he said yesterday. Stockbrokers Williams de Broe will produce a prospectus soon and will sponsor a listing on the Alternative Investment Market.

Raymond Snoddy

Armed robberies decline: The number of armed robberies in London have fallen to a 10-year low. Last year 59 armed robberies were recorded against 578 in 1994 and 1,618 in 1991. "These crimes have been driven down by the sheer hard work and detective skills of Flying Squad officers," said Commander Roy Ramm, head of Scotland Yard's organised crime group.

## British Gas aims to end supplies dispute

By Robert Cordine and Peggy Hollinger

Banks may be called upon to lend billions of pounds to British Gas as part of a scheme to bail the company out of its bitter dispute with North Sea gas producers over \$40bn (£51.6bn) worth of long-term gas contracts.

British Gas claims that it has been locked into high-priced contracts signed when it was a monopoly, and which put it at a competitive disadvantage at a time of low prices.

The proposal to involve the banks would require the government to impose a new levy on the gas industry, a move which consumer groups fear would result in higher gas prices to some 15m households. But British Gas executives dismiss such worries. "I can construct a scenario in which consumers would still benefit from lower prices," said one senior executive. "But the government would have to take the lead."

The Department of Trade and Industry this week acknowledged that it is looking into the possible use of a levy in the dispute. But last night the department said it was looking at a levy only as part of an "insurance policy" in case direct negotiations between British Gas and the

North Sea producers failed. The department said direct talks remained the government's preferred solution to the issue. It was contemplating the use of a levy only if no commercial solution emerged. The proposal to involve the banks in the dispute is one of a number of plans being considered by British Gas for formal presentation to the government. Most involve involving sharing the cost of reaching a settlement between British Gas, the producers, taxpayers and possibly consumers.

One involves British Gas borrowing billions of dollars from banks to fund a buy-out of the contracts at a discount to their present value. The company would repay part of the principle from the proceeds of gas sales. Interest and the remaining principle would be repaid by means of a levy on all gas shipped in the country, whether by British Gas or its competitors.

Producers indicated yesterday that this might be an acceptable solution as long as the government took steps to ensure that British Gas cut its share of the domestic market. "On the face of it this solution has the capacity to make sure that all four players - BG, the government, producers and consumers - make a contribution," said a producer.

## Names adjourn court case for talks

By Ralph Atkins, Insurance Correspondent

A court case in London pursued by 865 Lloyd's loss-making Names was yesterday adjourned pending the outcome of talks on a global settlement of litigation which is blighting the insurance market.

The move by the Wellington Names Association, just four days ahead of the start date for the case, may be an important influence on sentiment towards Lloyd's ambitious recovery plan of which the out-of-court settlement offer is part. Some 40 Lloyd's legal cases have still to be heard.

The association, whose members lost as a result of US

liability insurance claims, said the decision followed the release to lawyers of provisional figures on the cost of Equitas.

Names are individuals whose assets have traditionally supported the 300-year-old

LLOYD'S LLOYD'S OF LONDON insurance market. Equitas is a large reinsurance company planned by Lloyd's as part of its deal with litigating names to take over and "cap" outstanding US asbestos and pollution claims.

Mr John McBride, vice-chairman of the association, said that Equitas

would have a significant impact on the estimated \$55m (£35.5m) damages the Wellington Names were seeking, reducing the amount they would claim nearer to \$20m.

Although Equitas figures have not been published, the Wellington case suggests that the cost of Equitas will not be as great as many fear. Indeed, it suggests that some Names may actually receive credits.

Currently the overall out-of-court deal proposed by Lloyd's is worth £2.8bn. The association said that if the recovery package, including Equitas, proved unacceptable, it would resume its pursuit of damages for losses against about 60 Lloyd's agencies and

auditors Ernst & Young. But the earliest the case could resume is January next year.

The association said the adjournment would not have any impact on its prospects in terms of the out-of-court settlement offer. It would, however, save legal costs.

Mr Anthony Barnes, chairman of the Wellington Underwriting group, said the adjournment was the first since Equitas figures had become available to Lloyd's syndicates.

The decision, he said, "points generally to the risks of litigation as against the advantages of a timely and cost-effective settlement which [the recovery plan] offers."

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## RECRUITMENT

JOBS: Positive discrimination cannot exist side by side with equal opportunities laws

## Flaunting the old school gymslip

The industrial tribunal ruling that has effectively outlawed the Labour Party's women only shortlists for constituency seats has restored some fairness to a policy which was distorting the principle of equal opportunity, even if the motives behind it were laudable.

Labour was applying positive discrimination to increase the number of women MPs since, proportionately, they are under-represented in parliament.

That an industrial tribunal should rule that this policy violates the Sex Discrimination Act ought not to surprise the British Labour Party, which was in danger of making an Orwellian interpretation of equality on the lines that "some are more equal than others".

The decision, however, leaves the party still confronting a problem faced by many employers: that of recruiting able women in a sector which is dominated by men.

Dianah Worman, policy adviser on equal opportunities at the Institute of Personnel and Development, said: "I never understood why Labour felt able to do what it did. It is very important that things like positive discrimination are recognised not to be legal because they create resentment among the groups that have not benefited."

She advocates, instead, a policy of positive action: taking steps to go out to the areas and organisations

where women candidates or job applicants might be found, or to ensure that minorities which may be discriminated against have access to the training and skills necessary to compete on equal terms for a job opportunity.

One other area where women are seeking "jobs for the girls" is networking, according to Carole Pemberton, a research consultant at Sundridge Park Management Centre, who has carried out a study of women's executive networks.

She was particularly interested in how such networks were used by different nationalities. British women, she said, were bashful about making contacts compared with those in the US and Spain (who she also looked at among a sample of 200 women's network members).

American women, she said, wanted to exchange business cards straight away and were expert at "working a room", whereas British women tended to move towards the edge of a room. They came to network groups to improve upon their skills at making contacts, she said.

Spanish women, on the other hand, were neither bashful nor

pushy and saw networks as a way of socialising and making new friends that may or may not lead to some business or a job opening one day. "The Spanish women tend to expand into the room when they walk in," she said.

British women, she noted, did not have a natural liking for networking. "A lot of women say to me this is odious, it's like prostituting yourself. But if the result is that you can get business, shouldn't you at least know the skills involved? One cannot deny that networking is a very powerful means by which business is done."

Some feel that women are doing little more than substituting the old school gymslip for the old school tie. One of the justifications for this kind of women's networking is that men have done it for years. But whether it is an old boys' club or an old girls' club, should membership of such an organisation confer favoured treatment when applying for a job? Worman thinks not, but she adds that it may well be a good way of finding out about a job in the first place. Pemberton agrees, arguing that net-

working is becoming increasingly important in accessing the hidden jobs market where vacancies are not advertised.

## Marriage lines

Do employers favour married men and single women among job applicants? Whether or not this holds true, there is a perception among job candidates that such discrimination exists.

A survey of 776 male and female applicants for management positions at NB Selection, the executive recruitment consultancy, found that women were far more reluctant than men to include their marital status or the number of children they have on their CVs.

Married men and single women were the most likely to indicate their marital status. Single men and married women appear to believe they are likely to suffer discrimination, says Elisabeth Marx, who heads the company's psychological assessment practice.

"Men seem to believe that marriage and children signify stability and are positive factors in the selec-

tion process," she said. "In contrast, women appear to believe that the same factors are interpreted as a lack of job commitment and will diminish their chances."

## Off limits

Should there be an industry body within headhunting to police off-limits agreements? Such agreements between headhunters and their clients are designed to stop the headhunter poaching individuals from the client company within a set time limit, typically two years.

When this question was posed in a survey of 30 personnel heads of financial services companies canvassed by Haley BDC, a search business which specialises in the sector, the answers highlighted tensions between headhunters and the businesses in which they work.

Many headhunters have been seeking to apply off-limits agreements to specific divisions and country bases of a particular group. For example, a headhunting firm may have worked in the corporate finance department of an investment bank. The same firm might

argue that it should be able to approach individuals in the treasury or investment management teams at the same bank when recruiting for another client.

Four out of five of the personnel managers, however, said they thought that the whole of an organisation should be off limits, even if the headhunter had only worked in one part. About two-thirds thought that off limits should be restricted to the country where the assignment had been commissioned.

Surprisingly, half the personnel managers said they would be happy with an off-limits period of one year. Terence Hart Dyke, Haley BDC's chairman, said he had been surprised at the readiness of personnel people to allow approaches to individuals from headhunters who had previously placed them, once the off-limits period had expired.

The vast majority of personnel people saw one assignment a year sufficient to warrant off-limits protection. This does not have the wholehearted support of headhunters. The report said there were occasions when companies "bought protection" by commissioning a single

assignment for that purpose. Two-thirds of the personnel managers said they would welcome an agreed set of rules for consultants. Most proffered the Institute of Personnel and Development as a potential rule-maker, but some suggested an executive search association similar to that in the US. The existing attitude towards off-limits, says the report, is likely to do little to alleviate misunderstandings between search firms and their clients.

## Age limits

The Department for Education and Employment issued a booklet last week as part of its campaign to convince recruiters of the merits of considering older job applicants.

While the booklet was generally welcomed by recruitment agencies, Alec Reed, chairman of Reed Personnel Services, questioned whether agencies needed the advice as much as employers who were less aware of the debate about age limits in recruitment advertising.

He also noted that the government needed to prove that it was following its own guidelines as an employer. "Certainly, redundancy and early retirement policies for the civil service on the grounds of age give a confusing picture of what constitutes best practice," he said.

Richard Donkin

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One of the world's largest and most powerful universal banks needs exceptional Corporate Finance to cope with an ever increasing volume of cross border work.

An ideal career move for someone to gain experience within European execution and origination, you must be able to demonstrate the following:

- Two or more years within Corporate Finance.
- Excellent academic (MBA or ACA a distinct advantage).
- Fluency or proven commitment to learning a European language.

If you would like to know more about these or other roles please telephone or write to Jeremy Cooper or Zoe Ide on 0171 583 8873 or write to 16 New Bridge Street, London EC4V 6AU. Fax 0171 353 3905.

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30 ans, diplômée d'une école ou d'une université renommée (Sciences Po, ESC, London School of Economics, ...), vous êtes spécialisée(e) en économie. Très bonne connaissance nécessaire de l'un des trois domaines suivants: Politique Européenne, Evaluation ou Economie Régionale.

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Merci d'écrire sous référence 2136/FT à notre conseil: CEGOS Recrutement - Le Forum 29, rue Maurice Flandin - 69444 LYON Cedex 03.

To advertise in this section, please call  
Andrew Skarzynski  
on +44 0171 873 4054Senior roles in  
Corporate Finance

London

Excellent packages

As part of one of the world's most powerful professional services firms, Ernst & Young's Corporate Finance Team is building an enviable reputation for combining innovative advice with the origination and execution of a number of high profile major transactions.

Currently enjoying a period of unrivalled growth, the practice seeks at least two experienced corporate financiers to further develop its expanding share of the marketplace.

## Private Company Sector

- Originate, lead and manage all aspects of mergers and acquisitions, restructurings and disposals.
- Facilitate marketing initiatives, creating and developing close relationships with senior clients.
- Participate actively in the strategic development of the Corporate Finance Team.

## Public Company Sector

- Provision of advice to smaller quoted companies including AIM, on financing, restructurings, contested and friendly takeovers.
- Maintain effective links with stockbrokers, fund managers and senior industry figures.
- Provide strong technical support to the senior management team.

These roles offer the opportunity to work in a creative and progressive environment together with superb potential long term career progression.

## You can offer:

- Ideally at least three years relevant experience gained with a merchant bank, stockbroking firm or corporate finance/venture capital house.
- An impressive academic record ideally with an MBA, accountancy, legal or other professional qualification.
- Strong technical ability combined with a high level of commercial acumen.
- Enthusiasm and excellent communication and presentation skills, with the adaptability and credibility to inspire confidence in clients and colleagues alike.

To be considered, please send your curriculum vitae, including current remuneration, to Richard Pooley or Susan Milford at Ernst & Young Management Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3DF, quoting ref: RY988. All applications will be treated in the strictest confidence.

ERNST &amp; YOUNG

## EMERGING MARKETS



## SEARCH &amp; SELECTION

Our client, a well established Emerging Market Debt house, wishes to make the following appointments within the New Issues Division:

## FIXED INCOME PRODUCT STRUCTURING

An individual with a strong technical background who is expected to play a major role in creating new products and restructuring existing (Emerging Markets) debt to provide attractive investment opportunities to the sales force/client base of the bank. The successful candidate will preferably have a thorough knowledge of interest rate sensitive instruments and foreign exchange products. Knowledge of derivatives in a variety of markets (debt/equity/commodity) will be an advantage. The position requires the ability to ensure products are perfected and followed through to the stage where transactions are closed.

## NEW ISSUES ORIGINATION

A dynamic and flexible professional with experience of the syndicate function and direct borrower marketing (ideally gained within an emerging markets environment). The ideal candidate will market directly to clients on a geographic basis, being able to prepare technical presentations and marketing material. Preferably having knowledge of pricing and syndication new issues and their legal/documentary framework, a background in new issue syndication/trading or swaps/asset swaps would be advantageous. A second language is preferred however is not a prerequisite.

Both positions are key appointments reporting directly to the Head of the New Issues Division. The successful candidate will work in a team driven, collegiate and challenging environment.

Please submit your CV, in complete confidence to Willem Dinkel de Wit: Emerging Markets Search and Selection, 12 Masons Avenue, London EC2V 5BL. Telephone: 0171 609 4744. Facsimile: 0171 609 4717. email address: w.dinkel@emss.co.uk

## PRIVATE BANKERS

## MONTE CARLO

## COMPETITIVE REMUNERATION PACKAGE

The client is one of the most prestigious international private banking concerns providing a comprehensive and innovative range of investment products and advisory services to a substantial High-Net-Worth clientele. In line with the bank's key business development strategy new positions have been created for highly energetic, entrepreneurial individuals to be based in Monte-Carlo.

You are a successful Private Banker with a minimum of four years experience to encompass sound prospecting and networking skills, with an existing client asset base of at least \$100m. You are probably based in the High-Net-Worth Client Department of a major institution in London, Zurich, Geneva, Milan or Monte-Carlo having a client focus in Southern Europe, although a Turkish or Middle Eastern focus would be of value.

The compensation plan generously rewards results, coupled with the attractiveness of Monte-Carlo as a non-tax paying environment.

Written application should be made to David Chorley, consultant to the client, at the address below.

## STEVE MILLS ASSOCIATES

Banking Recruitment Consultants

Piercy House, 7 Copthall Avenue, London. EC2R 7NJ

International  
Corporate Communications

Continental Europe

c.£60,000

Our client, a major multinational corporation with operations in the chemical, pharmaceutical and related industries, seeks an experienced corporate communications professional to join the small head office team.

Reporting to the Head of International Communications, your primary responsibility will be international media relations. You will also advise management on their communications activities, as well as acting as an internal consultant to the corporation's operating companies around the world.

A graduate with at least five years experience in communications, gained in a journalism, consulting, and/or in-house environment, you will have first class communication skills, both written and verbal, and be bilingual in English and German. You will appreciate the strategic importance and be a pro-active individual with the diplomatic and persuasive skills needed to work effectively in an international, multi-cultural organisation. A high degree of IT literacy is essential.

This appointment has genuine career path opportunities. As the company operates throughout the world, you must be prepared to travel and overseas postings may subsequently be considered.

Please apply in confidence, giving details of your career and current earnings, quoting reference 0369 to AAD Executive Selection, 7 Curzon Street, London W1Y 7FL.



The Executive Selection Division of Odgers and Co. Ltd

## GROUP FINANCE DIRECTOR

SOUTH  
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+ EXEC PACKAGE

## AN OUTSTANDING PROSPECT FOR FLOTATION

Our client is an exceptional, marketing driven, hi-tech Group. An established brand leader, this highly profitable and dynamic international Group is going through a very exciting phase in its development. Innovative and extremely ambitious the Group, backed by institutional investors, has an impressive track record of growth and is well positioned to achieve its strategic objective of an early flotation.

An outstanding opportunity has arisen for a talented Group Finance Director to join the senior management team. Responsibilities will be very challenging and diverse, including control and direction of the financial management of the international Group and of critical importance, optimisation of worldwide cash resources. Formulation and execution of sound commercial strategies and development of strong working relationships with banks, professional advisers and the City will form key elements of this demanding role.

Candidates, aged 38-45, will be graduate, qualified accountants with broad based experience gained at executive level in a customer led multi-site organisation. Previous flotation experience would be clearly advantageous. A strong work ethic, excellent communication skills combined with maturity and flexibility are essential prerequisites.

This is a unique opportunity to join a Group with outstanding potential. Package will not be a constraint for the right individual.

Interested applicants should write enclosing a comprehensive CV, quoting reference 1M/ATIM, to Joe Graham CA at Toner Graham, 8 Imperial Square, Cheltenham, Glos, GL50 1QB.



### ■ Career Prospects with Deutsche Bank ■

You have studied economics with the main emphasis put on business management and meanwhile gained several years of experience in the application and implementation of RAROC as a method of risk return control in the credit business. We expect you to have both a profound knowledge of the relevant PC systems and excellent language skills in German. Moreover, a thorough familiarity with the fields of portfolio theory and portfolio management would be more than desirable.

Does your qualification come up to the above requirements? Do you have a strong analytical capacity of thinking and a distinct conceptual aptitude? Are you highly motivated and able to work as part of a team? If so, you will fit right in with our credit portfolio management division. You will participate in concept development, give the respective inputs and prepare analyses on that basis. Besides you will be responsible for perfectly editing the relevant written reports.

## Portfolio Analyst for credit risk management

You certainly know us as a bank. As an employer, however, we are offering far more than you might suppose, as there are a challenging and interesting field of duties along with substantial growth opportunities and an achievement-orientated remuneration package which includes attractive benefits. In a word, not just a place for work but an opportunity to develop a successful career.

Please send your CV to Mr. Bernd Kühnemund, Deutsche Bank AG, Personal (Zentrale), Mainzer Landstraße 16-28, 60262 Frankfurt am Main. Or just call Mr. Horst Dahmen on Germany/89/310-3 53 55. We are an equal opportunity employer.

■ Let's talk about it.

Deutsche Bank



## PRIVATE BANKER

£ Negotiable

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We are an established and well respected Swiss banking organisation with an international network providing high quality service to private banking clients throughout the world. Operations in London have a history spanning 30 years and a local balance sheet of \$1 billion. Active in treasury and investment markets, our key assets are an international client base and top professionals.

An excellent opportunity has arisen for a business development executive to expand the client base. Ideally you will be aged between 25 and 35, probably a graduate, with an established track record in Private Banking within a recognised institution and with a good client list of your own. You will have the personal drive and range of contacts to grow the client base quickly. A Greek speaker is being sought initially but the position is open also for those with other language skills.

A full banking package is available to match this opportunity of real challenge for the right candidate. If you are interested please write in confidence enclosing a full curriculum vitae together with details of current salary to: Mrs F. James, Discount Bank and Trust Company, 34 Grosvenor Square, London, W1A 4QP.

## Director-Correspondent Services

### CLEARING AND SETTLEMENT SERVICES

A leading US stockbroker, with an excellent record based on the innovative application of technology and unrivalled customer service, is establishing a European correspondent business. The organisation aims to become the pre-eminent supplier of brokerage services in its chosen markets and is now looking to appoint a senior executive to establish, manage and develop the business both in the UK and continental Europe.

Building a European operation to complement the current US clearing and execution business, you will be responsible for analysing market needs and defining requirements for providing clearing and execution, from both a retail and institutional perspective. Leveraging on US experience wherever applicable, you will establish client management relationships, build and train your team, develop new products and continually refine operations, selling the service and concept to clients who need to out-source their back office functions.

Such a position demands at least ten years' experience of the stockbroking business, including back office operations, systems development and conversion related requirements. Probably MBA qualified, you will have the interpersonal, organisational and analytical skills needed to drive the operation with excellent communication and project management ability. In addition, a familiarity with US clearing operations would be a distinct advantage.

In return, you can expect an excellent salary and benefits package - with the opportunity to influence the growth of a major brokerage player.

Please send your CV, stating current salary, and quoting reference: GS1047 to Gail McCarthy, Macmillan Davies, Response Management Unit, Salisbury House, Bluecoats, Hertford SG14 1PU. As all CVs will be forwarded to our client, please state any companies to whom we should not send your details.

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Macmillan Davies

### SENIOR FUTURES/OPTIONS TRADER

International company wishes to recruit a senior futures/options trader on LIFFE. Must have floor experience, proven track record, extensive knowledge of technical, as well as fundamental approaches to floor trading. Must have traded independently without office research or trading manager.

Good benefits, salary negotiable.

Reply in writing with full CV to Box A5830, Financial Times, One Southwark Bridge, London SE1 9HL.

### London

This major global investment bank is a market leader in M&A and international capital markets. Its extensive client base includes governments, banks and corporations. Expansion plans have created opportunities within the investment banking department for experienced individuals to join the UK Corporate Finance team. Principally working for major UK corporate clients, the focus will be on M&A advisory work and capital markets transactions.

Successful candidates will be involved in all aspects of corporate finance work and will be expected to act in both marketing/new business development and transaction execution roles. The individuals' calibre and experience will mean that they will be able to contribute effectively at an early stage. First class presentation skills and the ability to succeed in an entrepreneurial environment are prerequisites.

### Competitive Salary

Ideal candidates will have between one and four years experience in a major international investment or merchant bank. Candidates with strong equivalent or related experience will also be considered. In addition you will possess an excellent first degree with at least a 2:1 and possibly an MBA or similar professional qualification.

This is an outstanding opportunity to join a leading global investment bank and career enhancement opportunities are excellent. The remuneration package, dependent on experience, will attract the highest calibre individuals and includes a full range of banking benefits.

Interested applicants please send a full resume to Anthony Cook, Ref 2001/02 at Morgan & Banks PLC, Breitenham House, Lancaster Place, London WC2E 7EN, fax 0171 240 1052 or if you prefer, telephone 0171 240 1040.

Morgan & Banks  
INTERNATIONAL

### Excellent Remuneration Package

#### Worldwide Multinational

One of the world's largest and most profitable consumer packaged goods companies, manufacturing and marketing a wide range of quality products, continues to successfully grow in Central and Eastern Europe.

At the Headquarters based in Switzerland there is now a business need to recruit exceptional individuals who will have an opportunity to be part of a Corporate Affairs team.

#### CORPORATE AFFAIRS EXECUTIVES Central Europe - Eastern Europe

Superb career opportunities have arisen in Corporate Affairs for two motivated, professional Executives interested in joining a dynamic Headquarters team in Lausanne, Switzerland.

Reporting to Corporate Affairs regional management, successful applicants will be charged with assessing and responding to challenges and opportunities associated with the legislative and regulatory environments in which the growing businesses in Central and Eastern Europe operate.

In responding to such challenges and opportunities, Executives will be expected to gain a strong understanding of the business in Central and Eastern Europe; build and refine internal and external corporate relations; and, design and execute strategic initiatives and programmes aimed at ensuring a favourable business environment in these geographic areas.

Team fit will require applicants to be comfortable being part of a team as well as being able to succeed as an individual contributor. Preferred age range 27-35 years.

A graduate, preferably in the field of political science, international relations or economics, coupled with the ability to think strategically but operationally deliver, will need to be evident at interview.

Excellent analytical and communications skills, both verbal and written, are an absolute must. Knowledge of a Central/Eastern European language and/or German would be an additional advantage.

Academic qualifications must be complemented by at least three years experience with a Public Affairs Agency or government organisation; preferably with involvement in the emerging markets of Central and Eastern Europe. Ideal candidates will have worked in a public affairs/government relations position with a blue-chip FMCG multinational active in the region.

Willingness to undertake significant business travel and ability to rapidly adjust to multicultural operating environments are required.

Continued business growth has created a unique challenge to be part of a growing team based at the Headquarters.

The successful applicant will report directly to the Director, Communications, Media and Public Affairs and will work in partnership to build and execute a communications strategy in parallel with the continued success of the business.

This diverse role will cover media relations, input to communications programmes, liaison with company affiliates and internal skills development of Corporate representatives.

The ability to build and sustain sound interpersonal relationships both internal and external, with limited direction will be key to the success of this role. Cultural sensitivity & adjustment must be self-evident.

Interested applicants must hold a university degree or equivalent and will need to demonstrate a thorough understanding of European and international media, specific to business.

Excellent written & spoken English supported by a persuasive yet diplomatic manner, coupled with a creative approach to work are considered necessary prerequisites for this role. A second language will be a real asset.

Applicants must have five years post graduate hands-on work experience in press and public relations preferably in an American/blue-chip corporate environment or a Public Relations Agency. Applicants under 25 years are unlikely to have the depth & level of experience to thrive in this demanding environment.

Mobility is a must, extensive travel will be part of the brief.

If you feel you have the business and personal qualities to contribute to the continued success of a major multinational, they in turn will provide an excellent platform for development.

Please reply in the strictest confidence with full curriculum vitae and covering letter, stating current remuneration package to:

Recruitment Consultants Group  
CJA Orsi Fundi Pubblicità SA  
Rue de la Gabelle 6 - Case postale  
1211 Geneva, Switzerland

Closing date for receipt of applications is 5th February 1996.

CJA

### RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP  
Tel: 0171-588 3538 or 0171-588 3576  
Fax No. 0171-256 8501

Career opportunity with prospects of managing funds within one year.



### FUND MANAGEMENT - FIXED INCOME

#### CITY

#### COMPETITIVE SALARY

#### INVESTMENT MANAGEMENT - LEADING EUROPEAN BANK

Our client has a dynamic Fixed Income team managing \$5bn. of funds for institutional clients. Applicants must be highly numerate, ideally with an economics or finance/business studies degree, a knowledge of fixed income instruments and 1-2 years' experience in a similar fund management position or sales/trading. The responsibilities for this position include bond and economic research and assisting the fund managers with client liaison and report writing, spreadsheet and database information, exposure monitoring and input for asset allocation and investment strategy. The funds under management have grown rapidly and our client seeks an individual with the intellect and communication skills to progress and in due course manage specific funds, build client relationships and make presentations, travel, etc. Initial salary is negotiable, with good company benefits. Applications in strict confidence under reference FMF5295/FT to the Managing Director CJA.

#### APPOINTMENTS WANTED

PROJECT & INTERIM  
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Christopher King MSc (Mgt)  
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#### TRAINEE FUND MANAGER

##### MAJOR PENSION FUND

This is an unusual opportunity to join a four-person team, managing the assets of a major PLC Pension Fund, with over £18n invested.

The ideal candidate will have a good class degree and up to two years' experience with a financial institution. Cash management experience would be an advantage but is not essential. The initial responsibility of the person appointed will be the Scheme's daily

cash management, but over time a broad training in all aspects of fund management will be given and the successful candidate will be required to study for professional examinations.

A high degree of computer skills is required, together with the ability to work within a small professional team.

A competitive salary, plus normal benefits, will be paid.

Please reply in the first instance to Mark Pibrow at Knight Wadding Executive Search Limited, 140 Park Lane, London W1Y 3AA. Tel: 0171 355 1455. Fax: 0171 355 1521.

#### KW SELECTION

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## Regulatory Training Manager

Excellent Package

City

Outstanding opportunity to contribute to effective regulation through promotion and implementation of first-class technical training.

### THE COMPANY

- High-profile City institution. Demanding, discerning client base, c.250 employees.
- Professional training team with strategic, user-orientated approach.
- On-going regulatory change requires novel skills-development solutions.

### THE POSITION

- Key member of training team. Initiate, develop and ensure delivery of comprehensive regulatory and systems training.
- Work closely with line and senior management to identify individual and corporate-wide training needs.
- Manage training provision, assess internal and external providers, negotiate first-rate contracts.

- Personally deliver a number of programmes and work with Management and Systems Trainers to present specific joint initiatives.

### QUALIFICATIONS

- Graduate, sound accounting knowledge. Min 5 years' experience in compliance, financial control or technical skills training with City institution.
- Exposure to SFA reporting and compliance issues advantageous. Familiarity with regulatory training preferred. Strategic approach crucial.
- Highly credible professional and accomplished communicator. Energetic, imaginative approach vital. Superb interpersonal and management skills.

Please send full cv, stating salary, ref FS60103, to NBS, 10 Arthur Street, London EC4R 9AY



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## Chief Executive

KILN COTESWORTH MEMBERS AGENCY LIMITED

Six Figure Package

City

This is an exciting opportunity for an outstanding Chief Executive, from within Lloyd's or from outside, to take this successful and highly regarded Lloyd's members' agency forward and develop its services.

### THE AGENCY

- Well managed and financially sound. Owned by R J Kiln & Co Limited and Cotesworth & Co Limited.
- Long-term strategy to develop the business by broadening services and growing client base.
- Long established, with over 300 trading names.

### THE POSITION

- Overall responsibility for the existing Lloyd's business reporting directly to the Chairman of the ultimate Holding Company.
- Key role in identifying and developing new, high quality financial services to supplement core activity.

- Maintain highest level of professionalism in every aspect of Agency's work. Sustain client loyalty and confidence.

### QUALIFICATIONS

- Experienced financial services Chief Executive or senior manager. Knowledge of Lloyd's market useful but not essential. Strong sales orientation.
- Able to implement strategy of change and growth. Comfortable leading small, flexible team.
- Assertive, enthusiastic, tenacious. Imaginative and persuasive. Strategic vision.

Please send full cv, stating salary, ref BP5020FT, to NBS, 10 Arthur Street, London EC4R 9AY



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## ORFE

Warsaw - Poland

Attractive Expatriate Salary + Benefits

The ORFE group is a major international force in the field of pharmaceuticals distribution, import, storage, trade, promotion and service, with annual turnover of more than \$2 billion.

In Poland ORFE is represented by ORFE Sp z o.o., and has among its clients many of the largest pharmaceutical and cosmetic companies in the world - Bayer, Beckmiser, Ciba, Eli Lilly, Hoechst, Johnson & Johnson, Knoll, Lever, Merck, Nestle, Parke-Davis, Pfizer, Roche, Sandoz, Schering, SmithKline Beecham and Zyma.

The Polish Group has expanded rapidly from \$100 million in 1994 to \$150 million in 1995.

ORFE's 1995 results and long-term outlook support decision for further large investments as well as an exciting opportunity for a "hands-on" Western trained

### Financial Director

Your challenging role will encompass:

- Budgeting foreign exchange and cash management
- Cost accounting and tax issues
- Local currency reporting
- Advising senior management
- Strategic decisions which will determine the return of investment.
- Full responsibility on a day to day basis for running the Finance Department.
- Financial and business planning
- Establishing and developing a new financial information system.
- Financial and management controls.

The ideal candidate should have a university degree, possess training gained from either Chartered Accountants firm or a multinational company in the commercial sector, and at least 5 years finance experience. The ability to speak English is essential and Polish is desirable. It is unlikely that anyone under the age of 30 would have the necessary experience for this broad financial role.

You should also possess a "hands-on" approach, be enthusiastic, outgoing and have a diplomatic manner. Owing to the expansion of the company, there are good career prospects. You will be able to demonstrate the ability to take the division forward at an important stage of Group's development.

To apply in the strictest confidence please call or send your full C.V. details about last position and photo  
Tel (00) 48-22-643 94 74 Fax 643 59 31, ORFE Sp z o.o., Aut. OGP-coordination secretary, Waliborska 3/5, 02-739 Warszawa, Poland.

## Investment Research Pharmaceutical sector

an opportunity to use first class writing talents within a successful research team

Our client is one of the leading and most profitable British-owned financial institutions with an enviable global reputation.

We are looking for an exceptional individual to take responsibility for the publication of regular stock market analysis on the UK and Pan European pharmaceutical sectors under the tutelage of an established pharmaceutical research team.

The successful candidate, probably aged 24-30 and preferably with a science degree should be numerate as well as literate and must be able to write lucidly, persuasively and accurately to tight deadlines. First class pc skills are essential.

Likely but not exclusive backgrounds will be financial or science journalism, pharmaceutical industry, pharmaceutical patents, or the financial community, including management consultancy.

Personal qualities being sought include confidence without arrogance, energy and commitment and the personality to suit a small close-knit team.

The salary and benefits package should appeal to high level candidates.

Please send a full CV, including current salary details and quoting reference A3260 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1K 1FF.



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## BANKING ANALYSTS

Assess risk. Build relationships.

£25,000 TO £40,000

The Bank of England offers a unique vantage point from which to gain a rare perspective on financial institutions, their strengths and the consequences of their actions. It is also a testing ground where real demands are made on technical knowledge and intellectual capability.

The Supervision and Surveillance Divisions are responsible for monitoring the prudential operation of all banking institutions - both UK and foreign owned - carrying out business in this country. It is in this highly visible area that a number of opportunities now exist for Banking Analysts.

Working as part of a team, led by a senior manager, you will focus on a designated portfolio of banks. Part analyst, part adviser, part relationship builder, you will scrutinise financial and operating data and management strategies, highlighting any potential supervisory issues, suggesting more effective approaches where applicable and influencing changes of direction.

After appropriate training, you will need to establish early credibility with the organisations you are supervising through a combination of technical knowledge, proven interpersonal

skills and rigorous attention to detail. Equipped with a good first degree and, ideally, a relevant post-graduate qualification, you will have at least three years' financial assessment or analytical experience, gained preferably in banking, accountancy, law or a relevant financial environment, in the UK or abroad.

The ability to focus with equal ease on the fine detail and the broad picture is vital, as is the confidence to challenge perceptions and argue your case, orally and on paper, with conviction. You must also be able to establish rapport at all levels - both internally and externally - and not only identify problems, but find solutions.

The rewards - both personal and professional - are excellent. If you have the special blend of skills we need, please write, in confidence, with full career and salary details, to Ann Rodriguez, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote reference 57961.

The Bank of England is an Equal Opportunities Employer.



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## ING BARINGS

### STRUCTURED DEBT

At ING Barings, we are looking to recruit experienced executives to join our Banking and Structured Finance Department in London, in a team responsible for arranging structured debt transactions in the UK. Your role will also include providing advice to our clients on transactions in Europe and the Emerging Markets.

You will come from an investment banking or other relevant financial background, with at least one years' direct experience (for example in project or acquisition finance). The demands are high, and we would expect you to demonstrate enthusiasm, imagination and impressive communication skills. You will also be highly numerate, with excellent analytical and computer skills. It is likely that you will be aged between 23 and 30.

The rewards are also high. Salary will be negotiable according to experience, and the package includes a performance related bonus.

To apply, please write with a full curriculum vitae and current remuneration details to: Ruth Norman, Manager, Human Resources Department, ING Barings, 60 London Wall, London EC2M 5TQ.

### APPOINTMENTS ADVERTISING

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Superb opportunity to join world leading organisation

## Fund Manager European Equities

London base

£ Excellent Package

Our client is the financial management arm of a leading European pharmaceutical company. Due to the continued growth of the business, they now seek a talented individual to manage European equities for the company's investment and multi-currency portfolios.

Reporting to the General Manager, the individual will be responsible for managing European equities invested in a wide range of sectors and providing both strategic views and analytical support. The candidate will also frequently attend strategy and asset allocation meetings held in the company's Continental European headquarters.

Candidates will have a minimum of five years experience of equity investment management. The successful individual will most likely be a numerate graduate and possess excellent verbal and written communication skills. Individuals must have the ability to think

independently and to back their own judgement; the ability to work in a small team environment is essential. The European nature of this role requires the individual to possess a willingness to travel to the Continent frequently, therefore, knowledge of other European languages would be desirable. A fluency in English is essential.

This is an outstanding opportunity for those with the intelligence and enthusiasm to succeed within a small dynamic team.

An attractive remuneration package will be offered to the right candidate. For an initial confidential discussion, please call Elizabeth Arthur on 0171 831 2000, or alternatively write to her enclosing a CV to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Reference number 267071.



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VENTURE CAPITAL IN EASTERN EUROPE

## INVESTMENT OFFICERS

Attractive package, including accommodation

Ukraine/Moldova

A fund in excess of \$100 million has been established with substantial shareholder backing to make direct investments through debt and equity in small and medium-size businesses in Ukraine, Belarus and Moldova. This is an exciting opportunity for investment professionals to promote the growth of enterprises in this region of great potential and to share in their success.

### The Positions

- Reporting to the Chief Investment Officer of the fund, two professionals will be based in Kyiv, and one in Chisinau.
- Will research markets and intimate investments in wide range of industries.
- Responsible for negotiating and actively monitoring a portfolio of investments.

### The Requirements

- Must speak Russian and English.
- At least 3 years' experience in commercial or investment banking, corporate finance, development/venture capital.
- Knowledge of agribusiness and food processing is essential for at least one position.

Please send your CV  
with current salary details to:

Patrick Alexander, K/F Associates, 252 Regent Street,  
London W1R 6HL, quoting ref: 6971/A.

K/F ASSOCIATES

ROBERT TERRY CARROLL INTERNATIONAL



## Nash, Sells & Partners Limited Venture Capital

### Competitive Package

London

Outstanding opportunity for ambitious executive to expand the management team of one of the UK's leading independent private equity groups.

#### THE COMPANY

- Highly successful investment record.
- Just raised £40 million (first closing) for investment in the UK, in addition to its existing funds under management of £70 million.
- Focuses on specific sectors such as healthcare services, infrastructure/transport and leisure.

#### THE POSITION

- Opportunity to join a small team of experienced venture capital investors.
- Contribute to selection of new investment sectors and actively seek investment opportunities.

- Undertake thorough due diligence into potential investments.
- Involvement in the monitoring of investments through Board representation.

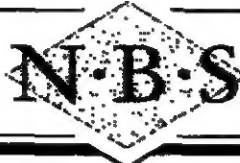
#### QUALIFICATIONS

- Graduate with excellent academic background. May also have professional qualification or MBA.
- Minimum of 3 years' experience with an established venture group or equivalent experience.
- Good interpersonal and communication skills essential.
- Excellent investment judgement supported by strong analytical skills.

Please send full cv (with photo attached), stating salary, ref CP5015, to NBS, 10 Arthur Street, London EC4R 9AY



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a BNB Resources plc company



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## Corporate Finance

### Major European Bank - Mergers & Acquisitions

Strong relationship-driven European-based international bank with worldwide sector focus and 65 offices in 30 countries seeks two talented professionals to join its London-based mergers and acquisitions group.

#### Senior Corporate Financier

##### THE POSITION

- Key senior member of new and successful growing team.
- Full responsibility for all aspects of transaction execution. Both domestic and cross-border assignments. Extensive client contact at senior level.
- High-profile role. Opportunity for career progression.

##### QUALIFICATIONS

- At least 5 years' relevant mergers and acquisitions experience, (primarily UK based), probably gained with top tier merchant/investment bank, venture capital house or similar institution.
- Strong client management, deal analysis and structuring and execution skills. Fully computer literate.
- Energetic, highly motivated with strong commercial/entrepreneurial skills. Eye for detail. Team player. European language skills advantageous.

Ref FS60101

Please send full cv, stating salary, quoting relevant reference, to NBS, 10 Arthur Street, London EC4R 9AY

#### Corporate Financier

##### THE POSITION

- Actively support senior members of the team in all aspects of deal origination/execution.
- Undertake all aspects of financial modelling and transaction documentation.
- Research deal initiatives. Considerable client contact.

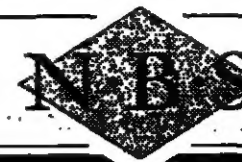
##### QUALIFICATIONS

- Graduate with possibly a further professional qualification. Minimum two years' transaction experience within a merchant/investment bank, venture capital house or similar institution.
- Well-developed financial modelling/analytical skills. Fully computer literate.
- Clear, confident communicator. Team player. Energetic with ability to thrive under pressure. European language skills advantageous.

Ref FS60102



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## COMPLIANCE MONITORING

Excellent package including banking benefits

CITY

Our client is a leading force in institutional fund management with an impressive record of growth in recent years.

A vacancy has now arisen to work as part of a small committed team within the company's Compliance Department. The main responsibility will be to conduct the company's monitoring programme which will involve testing compliance with the regulations. You will be expected to adopt a pro-active approach to developing the programme to cope with new regulations and products.

The successful candidate would preferably be a qualified accountant or have experience of compliance monitoring/financial services audit work. Good computer skills would be an advantage.

Please send a full CV to Samantha Etheridge, Ref 196, DMB&B Financial, 123 Buckingham Palace Road, London SW1W 9DZ, stating clearly any companies to which your CV should not be forwarded, as replies will be sent direct to our client for consideration.

**DMB&B**  
FINANCIAL

### GREIG MIDDLETON

#### Corporate Finance Executive Glasgow

Salary Commensurate with Experience

Greig Middleton is a leading firm of United Kingdom stockbrokers with 23 offices around the country and is part of the King & Shaxson Group.

The Corporate Finance department of Greig Middleton currently acts for over 100 listed and quoted companies from offices in London, Birmingham and Glasgow.

The department is now looking to recruit a senior manager for its Glasgow office, ideally a fully qualified lawyer or chartered accountant, with experience in Stock Exchange and Take-Over Panel work, new issues, fund raising and with general financial advisory skills. An ability to act as part of a team, to build and sustain relationships, to communicate effectively and to focus on essential issues, is required.

If you believe you can contribute to the growth of our business, please write enclosing a full CV to:

R P Clinton Esq  
Head of Corporate Finance  
Greig Middleton & Co Limited  
66 Wilson Street  
London EC2A 2BL

Member firm of the London Stock Exchange  
Regulated by the Securities and Futures Authority

Top Opportunities appears  
every Wednesday.  
For more information  
please phone  
Robert Hunt +44 0171 673 4153

GM

The World Bank, the leading multilateral organization in global economic development, emphasizes its continued commitment in energy work, which has long been one of its most important activities in all regions of the world. Development lending amounts to roughly \$3 billion yearly. Our involvement includes sector reform and restructuring the central component of energy policy; investment in electricity, oil/gas and renewable energy; support for pricing policy reform, private investment and finance; developing national environmental policies; the expansion of modern energy supplies to rural areas and seeking sustainable ways of improving traditional energy supplies in rural areas.

#### Senior Advisor For Energy

Based in its headquarters in Washington, DC this position will provide intellectual leadership in policy advice and strategy formulation in: energy policies towards finance, private investment, sector reform, energy efficiency, coal energy, and the environment; as well as defining and encouraging new directions toward private sector development, and financial resource mobilization.

We are seeking a recognized international expert in energy sector with a minimum of 15 years substantive senior-level experience in leading policy dialogue with industry and government in developing and industrial countries. A strong academic background with applied practical experience and a solid publication record is required. Successful candidates must possess professional qualifications in two of the following: engineering, economics, finance and environmental policies.

The World Bank offers an internationally competitive compensation package, net of taxes, including expatriate benefits. Candidates should send their resume, within 14 days, to: The World Bank, Staffing Center, Rm. 0-4206, 1815 H Street, NW, Washington, DC 20037, USA. Fax: (202) 477-1801. (Please quote code ESY ADM)



#### JUNIOR TURKISH INVESTMENT ANALYST

Junior Turkish Investment Analyst required to join an expanding Emerging Markets Team specialising in Turkish equities in one of the City's leading European broking houses. Candidates must:

- have a sound academic background with preferably a finance and/or business degree
- possess basic financial analysis techniques to produce research products and be computer literate
- previous experience of the Turkish market as an advantage

Interested parties should write enclosing a CV to:  
Box A5265, Financial Times,  
One Southwark Bridge, London, SE1 9HL

#### EUROPE/ASIA MARKETING DIRECTORS FOR HEDGE FUND

We are a well established U.S. based hedge fund manager and SEC registered investment advisor with an excellent track record in the emerging markets.

We seek two entrepreneurial and performance driven individuals to each exclusively market our product in Europe and in Asia, respectively. The successful candidates will have a proven track record marketing equity securities products in the international arena. The ability to develop an European or Asian client base and to maintain a superior service relationship is essential.

Candidates must be highly self-motivated. Foreign language fluency will be a plus.

Salary and performance incentives.

To apply in confidence, please reply to Box A5265,  
Financial Times, One Southwark Bridge, London SE1 9HL

INVESTMENT MANAGEMENT IN LONDON

## GERMAN EQUITIES

Our client is a high quality European investment house with some \$10 billion under management in London on behalf of international institutional clients. Recent success in winning new business and the planned future growth has resulted in the need to strengthen the European Equity team.

Specifically, the requirement is for an individual to manage German equity portfolios and to generate superior investment performance from that market based on sector and company analysis as well as macro-economic research. In addition, this individual will play a major role in the asset allocation and policy discussions regarding Europe.

The successful candidate will be educated to degree level and will have at least 4 years' experience of the German market as a Fund Manager with a good record. Particular importance will be attached to communication skills and the candidate's ability to contribute effectively in a young and progressive environment. Fluency in English and German will be necessary.

For further information, please write in confidence, with your cv, to Martin Symon at the address below.

Jonathan Wren & Co Limited, Financial Recruitment Consultants, No.1 New Street, London EC2M 4TP  
Telephone 0171 623 1266 Facsimile 0171 626 5259

JONATHAN WREN

Ref F20109

fund management

## TOP OPPORTUNITIES IN BANKING

### CREDIT ANALYSTS

An outstanding opportunity to join one of the World's most prestigious and respected banks, looking to recruit high calibre graduate bankers with credit experience. Our client takes career progression seriously, offering exceptional opportunities for continuous development to individuals with the desire and determination to succeed at the highest level. Although not essential, applicants with European language skills will be of particular interest.

### ACCOUNT OFFICER

Our client, a developing and expanding U.S. bank, requires an Account Officer with Trade Finance experience. Duties will be varied including relationship management of existing business and responsibility for own portfolio as experience develops. Working within a small dedicated team, the appointment offers excellent scope for career development with the prospect of early promotion. Candidates, who should be aged 25 to 30 with good credit skills, will be offered a competitive salary and the ability to earn excellent performance related compensation.

For further details please contact or forward your CV, to Peter Brooker, Associate Director.



Gordon Brown

## QUANTITATIVE ANALYSIS - DERIVATIVE PRODUCTS to £50,000

An opportunity exists for a quantitative analyst to join the derivatives development group of a major international investment bank. Working within a highly regarded team the successful candidate will be involved in the design and development of leading edge derivative products and pricing models. The successful applicant will have a PhD in a mathematical discipline as well as a keen and developed interest in financial products and markets. Mathematical modelling skills are essential as is the ability to present your research clearly. Experience in option pricing and strong programming skills (C, C++) would be particularly attractive.

Candidates interested in this and other quantitative research positions should call Tony Sheppard.

AUSTEN SMYTHE SEARCH and SELECTION  
127 Cheapside, London EC2V 6DH  
Tel: 0171 600 2862 Fax: 0171 726 4290

Our company is a fast-growing financial institution. We are already leaders on several French markets and our ambition is to develop rapidly on an international level. In order to improve our exchange forward market records, we are looking for a

## SENIOR EXCHANGE SWAP \$ PARIS ET \$/DEM

You will work within a small team and you will develop your turnover on these markets.  
You have an experience of 2/3 years on these products or on the currency mar-

ket in general, either with a bank or with a broker.  
You have a perfect command of written and spoken financial English.  
The position to be filled is based in Paris.

Please send your application under the reference 4757,  
to Alliance RH - 17, rue des Dames Augustines - 92200 Neuilly sur Seine - France,  
who will forward it, or by fax to (33) 1 41 05 08 42.

صكنا من الاصل



## ACCOUNTANCY APPOINTMENTS

## DEPUTY TREASURER

## UK BASED INTERNATIONAL GROUP

## CENTRAL LONDON

c. £50,000 + BONUS + BENEFITS

- Distribution, conversion and light manufacturing operations. Turnover in excess of £1.6bn of which 80% is generated overseas from operations in 20 countries.
- Centralised treasury function comprising four people responsible for the group's risk management as well as controlling day-to-day cash and foreign exchange for the UK operations.
- Specific accountabilities include all aspects of Treasury management information, analysing product and market developments, communicating treasury policies, acting as senior dealer for forex, money markets and derivatives, and deputising for the Group Treasurer.

- ACT/MCI, probably aged 28-35 educated to degree level and with experience in an international corporate treasury department known for its sophisticated systems and methods. An accountancy qualification would be distinctly advantageous.
- Highly computer literate, preferably with experience of International Treasurer.
- Excellent communication skills, an analytical approach, drive and well developed management abilities.
- Realistic opportunity for promotion within circa two years if the successful candidate performs well in the role.

Please apply in writing quoting reference: 1096 with full career and salary details to:  
Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043



## FINANCE AND ACCOUNTING DIRECTOR

## BRANDED CONSUMER GOODS ACROSS EUROPE, MIDDLE EAST AND AFRICA

## LONDON



## ATTRACTIVE PACKAGE

- Buena Vista Home Entertainment (Europe) is the sales, marketing, manufacturing and distribution arm of The Walt Disney Co across Europe, covering video, Interactive/CD ROM and Audio products in 18 countries through a mix of wholly owned subsidiaries and licensees. It is the acknowledged leader in its markets.
- Following reorganisation of the Regional finance team, the new position of Finance and Accounting Director has been created, reporting to the VP Finance and heading a team of ten, the majority of whom are qualified.
- Accountabilities include full co-ordination of European forecasting, budgeting, reporting, long term planning and financial review; providing finance support to the European Management team; project management, in particular for the set up of new businesses; acting as a

focus for finance policies and procedures in Europe, management of financial systems support.

- Graduate, probably 'Big 6' trained ACA, with at least five years post qualified experience, including at a senior level in a blue chip retail or consumer goods company.
- Technical excellence allied to strong leadership skills, a sharp intellect, flexibility of approach and exceptional levels of energy and enthusiasm, mixed with an appetite for influencing change and for making a real contribution.
- Position offers an excellent entry point to Disney with definite scope for career progression. Regular short duration travel across Europe with occasional visits to California.

Please apply in writing quoting reference: 1068 with full career and salary details to:  
Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043



## DIVISIONAL FINANCE DIRECTOR

## BLUE-CHIP INTERNATIONAL HIGH-TECH MANUFACTURING BUSINESS

## MIDLANDS

£100,000 PACKAGE

- This is a high profile finance role, in a business with turnover in excess of £800m, with an emphasis on the development of a more commercial approach to business operations. The successful candidate will work closely with line managers to effect a complete change in attitude towards financial management.
- The individual will define new standards for financial reporting and business analysis, challenge existing assumptions made by line managers and work with the team as a whole to improve the accuracy of budgetary forecasting.
- As a member of the executive management team, the successful candidate will be a key player in the development of future business planning and strategy, and will be expected to take on broader management responsibilities at an early stage. Career development opportunities are excellent and further promotion is likely within 12-18 months.

- Candidates will have first class educational qualifications. They will be degree qualified and ideally have an MBA, as well as an accountancy qualification. Exceptional communication skills are a prerequisite, as is a sense of humour and the ability to influence/motivate others.
- Previous work experience will have been gained at a senior level within a large, complex organisation, ideally manufacturing or technology based. The ideal candidate would be familiar with the design and implementation of financial procedures and controls, and have experience of both financial and non-financial planning.
- Alongside traditional financial management, it would be advantageous to have gained exposure to the broader commercial functions of a company operating within a highly competitive market. Candidates will be proactive, decisive, assertive and ambitious. They will be in their 30's and looking for rapid career progression.

Please apply in writing quoting reference: 1070 with full career and salary details to:  
Jeremy Breaks  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043



## MANAGER, BUSINESS PLANNING AND ANALYSIS

## HIGH PROFILE COMMERCIAL ROLE

## LONDON

UP TO £70,000 PACKAGE

- One of the largest retail financial services groups in the world with extensive international operations in North America and Asia and a market leader in the UK.
- Following senior management changes in 1995, the Group is undergoing significant change. Its strategy is to build on its existing strengths and to develop new businesses which offer real growth by extending the range of its activities.
- To satisfy management's requirements in controlling and reviewing the Group's performance, a new team has been created within the central finance function which will work directly for the Group Chief Executive and Group Finance Director.
- The Manager, Business Planning and Analysis will be responsible for analysis of the business and financial

performance of one or more operating divisions and will undertake a wide variety of projects that affect the Group as a whole. This demanding role calls for an exceptional individual with the ability to perform at the highest level and to progress further within the Group.

- Aged 28-32, candidates will have a professional qualification or MBA, with experience in financial planning/analysis, ideally gained in a blue chip environment or alternatively as a manager within a professional accounting firm.
- Role calls for sharp intellect, flexibility of approach and excellent interpersonal and communication skills, coupled with the stature to operate at the most senior levels. Candidates must also demonstrate a high level of commercial acumen, drive and ambition.

Please apply in writing quoting reference: 1069 with full career and salary details to:  
Phil Babinbridge  
Whitehead Selection Limited  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2043



## UK FINANCIAL CONTROL

## Development Role for Non Sector Specialist

## Major US Investment Bank

£55-£65,000 plus bonus

This firm is a fully integrated global investment bank and securities house with an outstanding reputation across all major markets. It has a substantial European presence (including the emerging markets of Eastern Europe) which is centred in London.

A restructuring of the finance function has led to the need to recruit an individual at Vice President level to take responsibility for UK financial reporting and the general ledger. It is anticipated that other areas of responsibility will quickly be added leading ultimately to a total staff complement of c18.

This should be seen as a development role with the brief to alter the balance of activity away from routine processing towards a heightened focus on control and analysis. As the head of the section, you will act as the point of contact with other areas such as operations and product control to improve the quality of information received.

A professionally qualified accountant, you will have

experience of the set up and use of sophisticated financial controls, and outstanding team management skills. This experience could have been gained in investment banking but equally you could be working within the accountancy profession or a fast moving commercial environment where the emphasis is on regular, tight reporting. Systems development experience would be an advantage.

You will have a lateral thinking and creative approach and be looking for an environment where change is encouraged. This represents an excellent opportunity to make a significant contribution to the overall improvement of the financial control function and an ideal point of entry for an ambitious accountant into the investment banking sector.

To apply in strictest confidence, please write quoting Ref: 0111, enclosing a full CV to Tim Musgrave at The Bloomsbury Group, 2nd Floor, Bedford Chambers, Covent Garden, London WC2E 8HA. Or if you prefer call him on 0171 379 1100.

THE BLOOMSBURY GROUP  
Search & Selection

## Financial Accounting

an opportunity for a recently qualified Chartered Accountant to enjoy responsibility  
Financial Services sector

Our client is a well established investment management Group with a friendly, lively environment and avowed intentions of providing qualified accountants with real management potential.

This position within Group Accounts gives responsibility for a broad range of reporting requirements in both financial and regulatory areas and we are looking for a recently qualified Chartered Accountant with Financial Services exposure. Some knowledge of IMRO and PLA requirements would be particularly advantageous.

Technical knowledge will not be sufficient on its own; we will be looking for people management skills (latent or demonstrable) as well as ambition and the maturity to work with minimum supervision.

Offices are located within easy reach of the City.

The salary and benefits package is attractive enough to appeal to top class candidates.

Please send a full CV, including current salary details and quoting reference A3270 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF.

CJH Codd • Johnson • Harris

## Finance Director

Salary: to £50,000 + car + benefits

Location: Southampton

The Solway Group is a world wide chemicals and pharmaceutical organisation with sales of over £5 billion in 42 countries. Two of its UK companies, with total sales of £50 million, comprising of human healthcare and animal health, now require a Finance Director, to be based at the headquarters in Southampton. Reporting to the Managing Directors, responsibilities will include:

- Maintaining and operating financial controls, financial planning and budgetary control.
- Advising management on plans for business development and implementation of policies and programmes for profit improvement and financial management.
- Directing operational elements of the company, including Housing, General Services, Computer and Warehouse departments.
- Acting as a member of the executive committees and participating in strategic decision making.

Candidates will be qualified accountants with a minimum of 5-7 years PQE gained ideally in a sales and marketing

environment with a broad base of experience in those areas mentioned above. Experience of the pharmaceutical industry and the Pharmaceutical Price Regulation Scheme would be advantageous, but are not pre-requisites. Candidates will also need to display good judgement, analytical and communication skills as well as demonstrating initiative, business acumen and credibility, to make a significant contribution to the performance and profitability of the Company.

If you believe you have the required experience and drive for this exceptional position please send a covering letter with your Curriculum Vitae to our advising consultant, Jonathan Kidd at Harvey Nash PLC, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033). Please include a daytime telephone number, current salary details and quote reference number: HNF126.

HARVEY NASH PLC



## International Audit

c. £45,000pa PLUS BENEFITS

Guinness PLC is one of the world's leading consumer goods companies with a turnover in excess of £4 billion. Our outstanding portfolio of brands is marketed, distributed and sold through a worldwide network of beer and spirits operations.

Following the career development of members of the internal audit team to key roles within the business, opportunities now exist for high-calibre qualified accountants with at least 5 years' p/qe, some of which should have been gained in an operational role, to join our small central team.

Your brief will be to undertake worldwide high level financial and operational reviews across a range of businesses and functions (including production, distribution and marketing) and gain acceptance of your recommendations to improve business processes.

You will be required to demonstrate strong influencing and interpersonal skills as well as the commercial acumen and cultural sensitivity to operate effectively in a truly international environment. In addition to your first-class technical and analytical skills, you will also require strong written and verbal communication abilities. Candidates with linguistic skills, particularly Spanish, will be preferred.

This role offers an excellent opportunity to join the senior financial team of a major PLC, undertake significant international travel and build a long term career in a successful and progressive organisation.

Interested candidates should write in confidence, enclosing a resume together with current remuneration details, marking the envelope 601A to our advising consultants: Chrystophes Flammiger Associates, Redford House, 245 Hammersmith Road, London W6 8DP.

GUINNESS PLC



## ASTON UNIVERSITY

## Director of Finance & Business Services

### Excellent Salary

Birmingham

Aston University seeks to appoint an outstanding individual to direct and develop its Finance and Business Services into the 21st Century, and to ensure the efficient and effective management of its financial resources. This is a key appointment in the achievement of the University's objectives during a period when it is anticipated that there will be significant growth and diversification of income sources and expansion of student numbers.

#### THE POSITION

- Direct and develop in a forward-looking and responsive way Finance Department and other wholly-owned operations including Conference Centre.
- Lead 140 staff. Member of Senior Management Team, reporting directly to Vice-Chancellor. Key role in strategy for achieving growth and diversifying revenue sources.
- Represent University on external bodies; develop external fund-raising.

#### QUALIFICATIONS

- Wide experience in senior management role, with proven ability to think and plan strategically; appropriate financial skills and professional standing; experience in academic environment an advantage.
- Thorough understanding of effective use of IT, in wide range of strategic and financial applications.
- Excellent leadership and communications skills, with personality, experience and ability to command respect of academic and lay colleagues.

Please send full cv, stating salary, ref BP881077T, to NBS, Barwick House, 35 Livery Street, Birmingham B3 2PB



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## Finance Director

### Greenwich Healthcare NHS Trust

c.£60,000

Greenwich

Important and challenging position in a major Trust with ambitious programme of redevelopment. Excellent career opportunity in a strategic role.

#### THE TRUST

- Provides a range of acute and community services to a population of some 250,000.
- Recently acquired Queen Elizabeth Hospital, Woolwich, from the Ministry of Defence. Extensive refurbishment plans to create new District General Hospital, currently considering options for private finance initiative.
- Annual income of £95m. c.3,000 employees.

#### THE POSITION

- Executive Board member. Contribute to corporate management of the Trust. Report to Chief Executive.
- Lead and develop the finance function. Support clinical and service directorates.

- Provide strong financial management of major capital projects. Pursue private finance initiatives.

#### QUALIFICATIONS

- Professionally qualified, probably a graduate, with Board level experience ideally in both the private and public sectors, including a period in the NHS.
- Strong manager with flair, imagination and excellent technical skills. Strategic perspective with developed management style, able to make a positive contribution to corporate policy.
- Presence and authority with well developed communication skills. A team player who can make a real impact and build relationships at all levels.

Please send full cv, stating salary, ref PS60112, to NBS, 54 Jermyn Street, London SW1Y 6LX



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## Finance Director Designate

### Niche Service Industry

£40-50,000 + Benefits

Manchester

Excellent opportunity to join established player at a critical time in its development. Build strong finance function and make significant contribution to future plans. Possible progression to Group Finance Director.

#### THE ORGANISATION

- Turnover £20m. 500+ staff. Well established leader in its field. Total Quality culture. Diverse specialisations and markets.
- Excellent management information systems subject to continual improvement and upgrading.

#### THE POSITION

- Lead and develop financial management. Key responsibility for financial analysis of business performance, budgeting, planning and strategy development.
- Review management accounting information. Responsibility for cashflow planning/reporting, pre-audit accounts preparation and tax planning.

- Increase commerciality of non-finance staff.

#### QUALIFICATIONS

- Qualified Chartered Accountant. Track record of running a finance function. 'Hands on', methodical approach. Team builder. Committed and conscientious.
- Ability to evaluate, interpret and present financial information. Strong business/financial analysis skills.
- Able to grasp key business drivers and communicate strategy at all levels. Challenging yet diplomatic. Keen for further progression.

Please send full cv, stating salary, ref MPS014, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire SK9 5AP



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## MAJOR USA INVESTMENT BANK - FRANKFURT

### SENIOR CREDIT MANAGER

Our client, a major USA investment bank, is seeking an experienced (3 years +) credit manager, to take responsibility, in Frankfurt, for the firm's activities in Germany, Austria and Switzerland.

Responsibilities will include ratings advisory, capital structure, "debt-analysts" related functions, analysis of trading counterparties and assisting in the management of clients credit risk. Additionally candidates must have the ability to assume product manager responsibilities for one of the many trading products handled in Europe and become involved in a variety of broad-based risk management projects.

Educated to Degree/MBA level you will have strong analytical skills, fluency in German/English, and good knowledge of the investment banking industry. Interested candidates should send a copy of their cv to Ron Bradley, quoting reference no P30117 at the address below. All enquiries will be treated in strictest confidence.

Jonathan Wren & Co Ltd, No 1 New Street, London EC2M 4TP  
Telephone 0171-623-1266 Facsimile 0171-626-5257

JONATHAN WREN

banking

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

## Director of Internal Audit

What has the future got in store for you?

c.£50,000 Major Retailer Home Counties

#### About Us

It is not by accident that we have grown to become a global brand name; it has everything to do with a commitment to quality which has never faltered. We have looked long and hard at how we do business and have rationalised our operations worldwide. We are now looking for the final piece of the management jigsaw to help us drive the business forward with renewed vigour.

#### A New Role

The challenge of being Director of Internal Audit at such a stage in our development is a particularly enticing one, promising full responsibility for every aspect of the Audit function. Your involvement will be total - planning and overseeing audits across all aspects of the business; liaising closely with Divisional Heads and reporting to the Group Finance Director. Beyond that, your ongoing priorities will be to constantly review and refine existing control procedures and identify potential problem areas.

#### You ...

... are a qualified accountant with at least 5 years audit experience gained in a multi-site retail environment. Alternatively, you will have done significant work for

major retail chains from within the profession. You will be adept at auditing around complex computer systems, and ideally have an international (particularly US) flavour to your experience.

#### We Want More ...

... than just the right qualifications. You will have the confidence to be credible at the highest level coupled with an honest and straightforward attitude. We do not want an empire builder or an office politician; we do want a self-motivated and independent individual who believes that the term 'hands on' is more than just a cliché. Above all, you will relish the opportunity to be an agent of change, influencing the direction of a world famous brand name.

#### The Next Step ...

... is to write to our advising consultant David Hunter quoting reference L1611, if you feel you can meet the challenge.

Executive Search & Selection,  
Price Waterhouse,  
No 1 London Bridge,  
London SE1 9QL  
Fax: 0171 403 5263.

Levi's

## TREASURY MANAGER - Brussels

### Excellent Compensation and International Relocation

Levi Strauss & Co is the world's largest branded apparel maker, marketing its products in more than 80 countries and with annual sales exceeding US\$6 billion. A privately owned company with a business vision to be 'the employer of choice', Levi Strauss & Co. is dedicated to sustained responsible commercial success.

The European headquarters in Brussels is seeking a Treasury Manager to join its established team. Reporting to the Managing Director - European Treasury Centre, this person will be involved in developing Treasury strategies to support some 40 operating subsidiaries in Europe.

#### The key challenges of the role will be:

- To manage the European liquidity position
- To manage the execution of foreign exchange activities
- To co-ordinate intercompany settlements
- To develop and maintain cash management systems and techniques
- To maintain close banking and internal customer relationships

The successful candidate will have a strong academic and professional background, with a minimum of 5 years in Treasury

including practical experience of FX and Options dealings as well as in cash management systems and techniques, either within a Corporate or Banking environment. Equally important is a strong knowledge of banking and FX regulations, a proven track record of teamwork, excellent analytical and negotiation skills.

We are looking for individuals who are; self-motivated, creative, opportunity and risk takers, able to work within a high pressured environment, and who can flourish in the Levi Strauss & Co empowered environment.

The challenges, opportunities and rewards with Levi Strauss & Co are exceptional as is the benefits and relocation package that has been structured to attract candidates of the highest calibre. Levi Strauss & Co is an Equal Opportunities employer that actively encourages diversity in its workforce.

Interested individuals will send a Curriculum Vitae, in English, to our advising consultant Ken August on +44 171 209 0001, or by post to FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, UK, telephone +44 171 209 1000 for a confidential discussion.



## EUROPEAN AUDITOR

### Exciting Pan-European Opportunity for German Speaker

LONDON

Competitive  
Salary +  
Benefits

With operations in 40 countries spanning Europe, America and Asia this manufacturing group has established market leadership in its core business areas. They are pioneers in their field. The development of leading edge technologies combined with focused, innovative business practices has contributed to dramatic organic and acquisitive growth.

Based near London, the European audit team is young, multi-cultural and commercial. As a key member of this team and working closely with all levels of management, you will review operational and financial aspects of the activities in Europe with a clear focus on Germany, Austria and Switzerland. Trouble-shooting, systems development and special project work, such as analysing business and technical accounting issues will be important aspects of this role. The successful candidate will therefore be:

- A qualified accountant or equivalent with at least 3 years auditing experience
- Fluent in English and German.
- Relishing the prospect of a multi-cultural role with approximately 40% international travel

This represents a unique opportunity to positively impact upon the efficiency and profitability of the European business, using a consultative approach which will add value. Career prospects are excellent both in Europe and group-wide.

Interested applicants should telephone Robert Macmillan on 0171 404 5501. Alternatively please write in confidence, stating current remuneration, quoting reference number 2188 to Nicholson International Search and Selection Consultants, Bracken House, 34-36 High Holborn, London WC1V 6NS, or fax your details on 0171 404 8128



NICHOLSON  
INTERNATIONAL  
UK

Australia Belgium China Czech Republic France Germany Holland Hungary India Israel Italy Poland Romania Russia Spain Turkey

## FINANCIAL CONTROLLER

Circa £35,000

UK - Southern Home Counties

A major leisure-oriented consumer goods company, with worldwide operations seeks a qualified accountant as Financial Controller for its UK subsidiary at a time of significant and rapid expansion within an overall European group strategy.

Reporting directly to the local Managing Director and functionally to the Group International Controller, the new recruit will lead a team of 15 and assume full responsibility for all financial and administrative affairs which includes controlling an extensive information database and the logistics management internationally, in an important product range.

The successful candidate, fluent in English and French, will hold a relevant accounting qualification and is likely to be in the 30 to 35 age range with degree level education, offering a minimum of five years exposure to management and financial accounting in a sophisticated corporate environment, preferably in a retail or distributive sector.

A significant career opportunity at international level is offered within this expanding group, together with an attractive salary package.

Please write in strict confidence to Andrew Blamey, Christopher Beale Associates Limited, 14 Queen Anne's Gate, St. James's Park, London SW1H 9A

Christopher Beale Associates Limited

MANAGEMENT AND EXECUTIVE SEARCH CONSULTANTS  
A member of Greenwich International  
London Paris Madrid New York Geneva Milan Brussels

## APPOINTMENTS WANTED

SWITZERLAND GLOBAL INTERNAL  
AUDIT FIELD MANAGER

Professional with many years varied world leadership experience (banking, finance & system industries). Swiss & Rtt, working German & French. Currently employed in a global company with 75% travel & 25% base work from his own base in Zurich desires a more challenging role.

Write to Mrs. A.235, Financial Times, One Southwark, London SE1 9BL.

## The Top Opportunities Section

Advise your senior management positions to Europe's business readership.

For information

please contact:

Andrew Skarzynski  
+44 0171 573 3034



## Group Financial Controller

West End

up to £42,500 + car

Our client is planning an imminent flotation to fund the acquisition of two specialist publishing businesses. Significant development of these core businesses and further acquisitions are planned. The businesses already operate in most major countries in the world serving industry, commerce and the public sector with t/o c£20m.

As a direct consequence of this expansion and planned diversification a Group Financial Controller is now sought who will report directly to the Group Finance Director. This is a new role which will focus upon the production of all financially orientated management information for the group including monthly and quarterly reports, budgets, forecasts and special project work. The position will work closely with the Group Finance Director in providing a supportive function to his duties, such as treasury activities and to new initiatives. Furthermore, establishing improved reporting systems and supervision at subsidiary company level, will also be anticipated.

Candidates will be qualified chartered accountants aged early 30's who have excellent technical and public company experience coupled with a sound commercial outlook to assist the development of the business through this new phase. In being a key part of the small head office team, good organisational, interpersonal and common sense skills, as well as being a self starter, will be distinctly advantageous.

Please write enclosing a full curriculum vitae quoting ref 644 to:  
Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, London W1H 9DB  
Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

## Financial Controllers x 3

Bournemouth • Manchester • Peterborough  
Excellent packages + Relocation

Our client is the consumer foods division of a major international corporation with production and processing units throughout the UK, Ireland, mainland Europe, North and Central America. With a worldwide turnover in excess of £1 billion, the Group has experienced an impressive growth rate, and there is an aggressive business expansion strategy in place for the future.

The Group takes pride in its technological leadership, and research and development is given a high priority allowing continuous innovation and new product development. The consumer foods division has grown rapidly, resulting in an increasing profile within the marketplace through the addition of high quality brand names.

As a result of internal promotions within the division and continued business expansion, the company is now looking to recruit three key individuals. Reporting directly to the General Manager of three autonomous operations, the successful candidates will assume responsibility for managing the entire range of financial accounting, reporting, budgeting, operational analysis and business review. These high

profile positions impact on the whole business and a significant level of commercial input is envisaged.

Probably aged 27-35, prospective candidates will be qualified accountants of graduate calibre with a successful track record, ideally gained within a manufacturing based organisation.

Strong negotiating and communication skills are essential, combined with independence, maturity, commercial awareness and above all ambition and adaptability as the roles are certain to broaden and develop; such is the culture of this company, dictated by their rapid rate of progress.

In return, on offer is an excellent remuneration package and the chance to join a forward-thinking company with a young, exciting culture where opportunities for the successful extend worldwide.

Interested candidates should write, clearly stating preferred location, enclosing a full CV, daytime telephone number and details of current remuneration to Shaun Ascoug ACCA, Michael Page Finance, 1st Floor, 40-42 High Street, Maidenhead, Berkshire SL6 1QE.

**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Nottingham St Albans & Worldwide

c. £100,000 + bonus + benefits

Energy/Trading/Commodities  
Eastern Europe/FSU

South East

## Group Finance Director

Dynamic, strongly capitalised Group with well-established operations in a number of countries in the FSU seeks an ambitious finance professional to identify, prioritise and structure a broad range of commercial transactions. Key central role with this fast-growing and highly successful £40 million+ business.

### THE ROLE

■ Reporting to and working closely with the Chief Executive. Play a lead role in developing and implementing the strategy of the Group with accountability for success.

■ Liaising with financial institutions, trade organisations and host country government ministers to develop creative financing solutions for high value capital and infrastructure projects.

■ Manage substantial long-term investment programmes and related revenue streams to ensure maximum availability and tax efficient use of funds.

### THE QUALIFICATIONS

■ Graduate Chartered Accountant with strong project finance skills and prior involvement in the set up and management of sophisticated joint venture trading agreements in the FSU.

■ First-class technical skills including tax, treasury and particularly M&A, including ability to initiate innovative financing deals.

■ Confident, decisive and resilient negotiator with the stature and authority to represent the company effectively in discussions with both the City and foreign institutions.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. 90000166,  
16 Crompton Place,  
London W2 2DZ

To £55,000 package + options + benefits

Quoted Plc

South East

## Group Finance Director

A highly profitable, well-respected and expanding computer services group now wishes to appoint a Group Finance Director to provide commercial support to the Board as the business continues to grow and develop in the UK and overseas. Challenging role which requires first-class technical skills and an appreciation of how a finance professional can add real value across a business.

### THE ROLE

■ Working with the main Board with responsibility for the financial management and control of the business, supported by a small head office team, and the building of effective relationships with divisional MDs.

■ Ensuring that the funding and capital structure of the business evolves to support growth, liaising with financial advisors.

■ Assessing the quality, format and relevance of management information. Evaluating and integrating acquisitions worldwide.

### THE QUALIFICATIONS

■ Dedicated finance professional, aged 35+, with outstanding technical accounting and funding skills and experience in a fast-moving, evolving sector.

■ First-class analyst and network builder with the gravitas, confidence and credibility to support and influence operational management.

■ Strong communicator, able to express complex financial concepts and monitor key performance indicators clearly and concisely.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. 90000166,  
16 Crompton Place,  
London W2 2DZ

To £100,000 package + options + benefits

Expanding Plc

West of London

## Group Finance Director

Rare opportunity to join a market-leading, high profile quoted media group with a market capitalisation in excess of £100 million. Pivotal role at board level tasked with delivering further growth, both organically and by acquisition, through enhancing existing reporting and control processes and providing imaginative input into global corporate development activity.

### THE ROLE

■ Providing an authoritative financial management and control service, supported by an established head office finance function.

■ Operating effective budgeting and forecasting processes to underpin continued, rapid growth and developing an effective tax and treasury function.

■ Evaluating and completing acquisition opportunities and working with the board in raising further the group's City profile.

### THE QUALIFICATIONS

■ Graduate ACA, aged 35+, with progressive career development in a respected, tightly controlled and fast-moving quoted group. First-class financial reporting and control skills gained both in group and the line.

■ Energetic, adaptable and quick-witted. Able to devise creative solutions to business problems and think laterally on funding and organisational structures.

■ Pragmatic and resourceful team player with superior communication skills. Confident and effective in a dynamic, changing culture.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. 90000166,  
16 Crompton Place,  
London W2 2DZ

c. £65,000 package



North London

## Finance Director

A new appointment to the executive management team of one of Britain's largest multi-campus universities, with some 20,000 students and revenues approaching £80 million. The University is committed to continuing its expansion into the 21st Century as an international centre of excellence across a wide range of disciplines. A broad-based finance professional with a strategic orientation is now sought to provide the financial underpinning to the University's activities and assist in bringing ambitious development plans to fruition.

### THE ROLE

■ Report to the Vice Chancellor with full responsibility for the financial strategy and viability of the University. Direct the budgeting process and provide financial input to strategic discussions.

■ Develop the University's capital strategy including a £20 million development programme. Maximise income and develop alternative sources of funding.

■ Provide leadership and management to a 50-strong team in finance and purchasing. Work closely with all University departments relating revenue and capital requirements to academic targets.

### THE QUALIFICATIONS

■ Graduate, qualified accountant with a successful track record as a Finance Director in a commercial/service-led environment.

■ Experience of major capital programmes and of supporting growth through sound and innovative financial strategies. Strong budgeting and business planning skills.

■ Computer literate, adaptable with a commitment to higher education. Capable of contributing to the wider remit of leading and managing the University.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. 90000166,  
16 Crompton Place,  
London W2 2DZ

## Group Treasurer

North West

c £40,000 + Car + Bens

Our client is a leading manufacturer of specialty chemicals supplying niche markets throughout the world. With annual turnover approaching £400 million, this rapidly growing plc are already market leaders in many of their chosen fields, and are poised to capitalise on their strong performance to date through further development of their value-added products in both new and existing markets.

They now seek to appoint a high calibre Group Treasurer to assume full responsibility for treasury management, reporting directly to the Group Finance Director. More specifically, you will manage the domestic and overseas bank relationships, control systems and forward currency dealings, whilst maintaining a clear focus throughout the Group on compliance with Group Treasury policies. In addition, you will take on ad-hoc operational

analysis and acquisition project work, and deal with the taxation implications of the treasury operations.

Candidates are likely to be qualified Chartered Accountants aged 35, with strong spreadsheet skills and preferably some exposure to treasury management. You will be a highly motivated self-starter, with strong analytical skills developed in a blue-chip environment. The successful candidate will have excellent interpersonal skills, a hands-on approach and a keen desire to get the job done.

If you have the ambition to succeed in this demanding international environment, then forward a full curriculum vitae including salary details to John Phillips ACA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ or fax 0161 236 6961 quoting reference 267890.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Nottingham St Albans & Worldwide

## DEPUTY DIRECTOR OF FINANCE

North West

c.£50,000, Fully Expensed Car, Bonus and Benefits Package

A Newly Created Highly Visible Role In Established Plc

This is an excellent opportunity for a talented finance professional to join a major division (turnover c.£800m) of a substantial multinational household name. Operating internationally at the forefront of a competitive fast moving sector they have established an impressive track record of growth and profits in recent years. This newly created role is viewed as an important element in the short and long term strategy of the division.

Reporting to, and working closely with, the Finance Director and other Board members, you will assume responsibility for the full spectrum of financial management and control. You will lead and motivate a large finance function to meet the increasingly demanding and sophisticated requirements of a rapidly evolving business, drive the development of financial and management reporting and perform a key role in the implementation of a

new accounting system. You will frequently deputise and make decisions in the absence of the Finance Director and provide an informed commercial perspective on a broad range of operational and strategic issues.

To be considered you will be a Graduate Chartered Accountant in your early to mid thirties. Your track record to date should demonstrate success in a senior management role in a division of a substantial group, ideally within a fast-moving, marketing led environment. A robust personality, high levels of energy and drive coupled with good attention to detail and commercial acumen are qualities required to enable you to succeed within this dynamic and changing environment. Future career prospects are excellent.

The remuneration/benefits package reflects the importance of the appointment and will not prove to be a bar in the final selection process.

**STARK  
BROOKS**

Please reply providing a detailed curriculum vitae, including current salary details and daytime telephone number to Sally Touni, Stark Brooks Associated Ltd, Suite 4, 2nd Floor, St James's Buildings, Oxford Street, Manchester M1 6PQ, by no later than Monday, 22nd January 1996.

ASSOCIATES Financial Recruitment Consultants • Manchester • Leeds





- Have you the accounting talent and professionalism to contribute significantly to a world class Internal Audit function?
- Are you a highly independent and self-reliant individual?
- Do you take pride in your incisive analytical skills and keen sense of focus?
- Have you an exceptional ability for building positive relationships?
- Can you convince others where you stand on major issues and matters of principle?
- Do you take control and make it happen to the highest standards of quality and exactness?
- Are you extremely adaptable, thriving on opportunities to experience new and different situations?

## INTERNATIONAL AUDITING

Operating in over 70 countries around the globe. An annual Group turnover of almost \$9 billion. A philosophy based on recruiting, developing and maintaining the best talent throughout the organisation. As the world's largest pharmaceutical organisation, the newly created GLAXO WELLCOME is totally committed to building its business through the excellence of its research and the talent of its people. GLAXO WELLCOME is not only a household name - but an international organisation with an unparalleled reputation for quality and innovation.

Focused on standards of excellence across our entire business operations, we are constantly reviewing our practices, procedures and systems to ensure optimum levels of effectiveness. Our recently formed International Auditing Function - a dedicated team with a truly worldwide perspective - reflects this commitment and it is here that we require exceptional talent to fill exceptional roles.

As one of our team of International Auditors, working in a non-hierarchical structure and reporting straight to the Director of Internal Audit, you are a true professional whose qualities will add to the success of this key department. An experienced Auditor who understands international cultural differences, can tune into local needs and is committed to 'best practice'. You will consistently enhance practices and processes, recommending and following through key changes, thereby adding value to the operating companies' management process.

ACA or equivalent qualification is essential, together with a minimum of 4 years post-qualification international auditing and operational experience gained from within the profession and/or a commercial environment. You should have comprehensive IT audit skills and have developed a high degree of sensitivity to international cultures.

Readily able to work on your own initiative, highly self-

motivated and tenacious, you will be sensitive to local needs whilst ensuring that your objectives are met.

Although based in London, you must be prepared to undertake significant worldwide travel throughout the GLAXO WELLCOME organisation, often spending several weeks away from home.

The remuneration packages reflect the importance placed on these key roles which can offer outstanding career openings into the world's largest pharmaceutical organisation.

If you recognise these as the most challenging openings in International Auditing currently available, respond now by calling Tina Spang at Gallup Selection on 01932 828528 between 9.00am - 5.30pm, Monday - Friday.

Closing date: 19th January 1996.

### HEAD OF FINANCE - CENTRAL AND EASTERN EUROPE

MULTINATIONAL  
FMCG

LONDON BASED

TO £55,000 +  
EXECUTIVE  
BENEFITS

Our client is one of the world's leading US based FMCG multinationals, with operations in over 200 countries and turnover in excess of \$8bn. The Group's success is based on a commitment to provide products and services that meet the requirements of all its customers and consumers, the first time, every time. This is achieved by continuous innovation and improvement in everything it does.

An opportunity now exists for an outstanding finance professional to head up the rapidly expanding Central and Eastern Europe Division. Based in London, you will travel extensively to these regions. Reporting to the Regional Director, your brief will be to provide an effective finance function designed clearly to monitor, control and "add value" to the business. Specifically, this will include:

- Providing positive direction to the achievement of the financial goals of the Division through the evaluation of financial and strategic plans and the review of performance
- Ensuring that the Division meets its Corporate and Statutory obligations through the maintenance of proper financial records and procedures across the specific regions
- Participating as a member of the Central and Eastern Europe senior management team in the overall direction of the Division
- Generating incremental profits through new initiatives.

Success will be judged by the bottom line effect on profit and the level of internal control achieved in acquired and newly formed businesses.

A qualified accountant, you will have gained an impressive record of achievement in a blue-chip, FMCG environment. You are young (aged 30-40), and have enjoyed a rapid career path to date. You have a genuine "feel" for business which is characterised by a down-to-earth, "streetwise" approach and have the confidence to follow your own instincts.

An attractive starting package and the potential to develop an outstanding career in a true meritocracy complete the opportunity. Interested candidates should apply to Jonathan Jones of Jones Christopher enclosing your full CV and remuneration details. Please quote JJ2667 on all correspondence.

**JONES • CHRISTOPHER**

FINANCIAL RECRUITMENT CONSULTANTS

4th Floor, Linden Hall, 182-186 Regent Street, London W1R 5XB. Tel: 0171 306 3262 Fax: 0171 734 6280

### Senior Internal Auditor

The Internal Audit Directorate at the Ministry of Defence, Sultanate of Oman is seeking a Senior Internal Auditor. The post is offered on an accompanied contract for an initial period of 2 years, renewable annually thereafter by mutual agreement.

Based at the HQ MOD in Muscat, you will visit military establishments throughout the Sultanate, undertaking systems-based internal audit functions for the Ministry of Defence and the three Services, including the "F&E" Duties will also involve the training of Omani Auditors.

The Internal Audit Directorate makes a recognised and valuable contribution to the Ministry. It is in the process of revising its approach in order to provide a more responsible service to all levels of Command/Management, the successful applicant will contribute towards these exciting developments.

Preferably under 50 years of age, you will be a qualified Accountant with at least 7 years

diversified internal audit experience at a senior level.

Terms of service include annual pay in Omani Rials equivalent to Pounds Sterling £24,917 and annual transport allowance of £3,190. There is an end of contract gratuity of 20% of the total pay received (pay, allowance and gratuity are TAX-FREE and fully remittable world-wide). In addition an attractive benefits package includes 40 days annual leave with 2 return flights home for self and eligible family, free fully furnished air-conditioned accommodation and utilities, free medical care and first class recreational and sport facilities.

To apply, please write with a detailed CV, quoting reference number MOD002 to: The Recruiting Officer (1), Military Attaché Office, Embassy of the Sultanate of Oman, 64 Kensington Gardens, London SW7 1NH.

Closing date for receipt of applications: 2 February 1996. Interviews will be held in London, week commencing 18 March 1996.

**MINISTRY OF DEFENCE  
SULTANATE OF OMAN**

### Young Chartered Accountants

to provide strong systems project skills coupled with first class communication abilities

Our client is an independent well established investment management Group with a substantial retail base as well as institutional business.

We are looking for two bright, ambitious Chartered Accountants, probably in their mid to late twenties, to take responsibility for the enhancement of current systems, focusing on the needs of customers, both internal and external. It follows that we will prefer candidates with a project orientation, ideally but not exclusively within the financial services industry. Crucially, however, we will be insisting on strong communication skills emphasising the need to relate to differing personalities at all levels within the organisation.

Creativity to produce sophisticated solutions, determination to drive enhancements through and subtlety to ensure smooth transitions are all important facets of the positions.

These posts are seen as grooming and testing potential management and as such career opportunities are first class. Meanwhile the salary and benefits package is unlikely to disappoint the best.

Please send a full CV, including current salary details and quoting reference A2280 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF.

**CJH** Codd • Johnson • Harris

### APPOINTMENTS ADVERTISING

appears in the UK  
edition every  
Wednesday &  
Thursday  
and in the  
International edition  
every Friday

For further  
information please  
call:

Andrew Skarzynski  
on  
+44 0171 873 4054

Toby Finden-Crofts on  
+44 0171 873 3456

Robert Hunt  
on  
+44 0171 873 4059

### FINANCIAL ANALYSTS (India)

Based Bangalore

Highly Attractive Package

Our client is one of India's most successful and entrepreneurial multinational groups engaged in Spirits, Brewing, Engineering, Pharmaceuticals and Petrochemicals with the majority of its operations in emerging markets. The group has an aggressive and ambitious growth strategy and this is a unique opportunity to join the Spirits Division's dynamic Finance team.

#### The Positions

- ◆ Support growth through improved financial planning and analyses for a variety of business sectors.
- ◆ Analyse financial and business information and prepare incisive reports on operating performance.
- ◆ Undertake capital investment appraisals, competitor analysis, interpret market trends and business reviews and present findings and recommendations to management at senior level.

#### The Person

- ◆ Ambitious Graduate Accountant/ MBA aged 27-35. Financial planning and analysis experience with entrepreneurial and business flair.
- ◆ Strategic thinker. Excellent analytical and interpersonal skills are essential, along with the self confidence to challenge and influence at senior levels.
- ◆ Commercially astute and self motivated. Confident team player with hands on approach.

Interested candidates should write with a CV quoting reference FA332, stating current and expected earnings to, Mr Vinit Veda at Withey & Veda, Status Park Four, Bath Road, Heathrow, Hayes, Middlesex UB3 5EX Tel: 0181 754 1133 or Fax: 0181 754 0638

**Withey & Veda**  
Consultancy • Search • Selection

My client is an international leading Telecommunication and Information Company. The continuous growth of the company is the challenge of tomorrow. The given environment creates an outstanding opportunity for an ambitious

### Corporate Accountant

The requirement is for an ACA, ACCA or CIMA with two to four years post qualification experience in an international company - preferably in a similar function in Finance and Controlling or with an international Audit Company.

YOU are a 'generalist' with sound experience in the consolidation of companies financial statements, financial analysis and in preparing financial statements to accordance with IAS.

YOU are looking to join a dynamic young team and bring with you excellent communication skills and familiarity with commonly used PC software.

As YOUR place of work would be in the area of Bonn - Köln/Germany, competence in the German language is expected.

Please send your CV, quoting current salary to...

**CC**

BERATUNG FÜR FÜHRUNGSKRÄFTE

CZWALINA CONSULTING  
INZLINGER STRASSE 65 CH-4125 RIEHEN  
TELEFON (00 41) 61641 16 50 UND 641 16 21 FAX 61641 60 19

### Group Finance Manager

S.W. London

£40,000 + car + bonus

Our client is an exciting industrial plc with a superb performance record achieving year on year growth both organically and by acquisition. The Group holds dominant positions in the markets it serves and has tripled the level of activity, to c£200m, over the last four years, aiming to continue such growth and development through its base of strong core businesses.

A key element of this development is to now appoint a Group Finance Manager who, based at the Corporate Headquarters with the small but high calibre management team and reporting to the Chief Financial Officer, will have three prime areas of responsibility:

- group accounting, statutory accounts, budgets, forecasts and the provision of management information for the Board
- to upgrade the group's computerised financial reporting system
- to exercise group financial control over operating subsidiaries

Candidates for this challenging role should be qualified chartered accountants, aged early 30's, with first class accounting and PC skills coupled with excellent inter-personal abilities. Furthermore an enthusiastic and pragmatic approach are pre-requisites as the successful candidate will be working and liaising at all levels within this progressive group.

Please write enclosing your full curriculum vitae quoting ref 643 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH



### INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE

POSITION ANNOUNCEMENT - HEAD OF INTERNAL AUDIT

Due to an internal promotion, the International Institute of Tropical Agriculture (IITA), based in Ibadan, Nigeria, and with a mandate for agricultural research in sub-Saharan Africa, seeks a suitable candidate to head its Internal Audit Unit, with a staff of four.

IITA is one of the nonprofit, international agricultural research centers in a worldwide consortium sponsored by the World Bank, the Food and Agriculture Organization (FAO) of the United Nations, the United Nations Development Program, and over 40 contributing donor countries and institutes. IITA's headquarters, situated on a 1000 hectare campus on the outskirts of the city of Ibadan, comprises research laboratories and experimental fields, excellent housing and recreation facilities, an international school for children up to the age of 12, and good communication and transportation infrastructure. Salary and benefits are internationally competitive, free of Nigerian income tax, and include a personal car, support for education of children, annual home leave travel, and health service and insurance.

IITA stations and research sites are located throughout sub-Saharan Africa and as a consequence the successful candidate will be required to travel frequently. Fluency in both written and oral English is essential, and a working knowledge of French is desirable. Previous international experience, particularly in a developing country, would be considered an advantage.

A professional certification (CA, CMA or CPA) and a minimum of 10 years accounting/auditing experience is essential. Ideally, candidates will have worked in a variety of organizations and possess broad-based experience of assessing management issues, encompassing operations as well as financial statement preparation/review. Accounting software running on DEC Alpha machines, as well as a large PC network, will necessitate good computer systems knowledge.

Applicants for this position are invited to send their curriculum vitae, the names and addresses of three professional referees (including telephone, fax and email numbers), before 31 January, 1996, to

Dr. Lukas Brader  
Director General IITA  
c/o L.W. Lambourn & Co. Ltd.  
Carolyn House, 26 Dingwall Road,  
Croydon, CR9 3EE, UK.

or  
Dr. Lukas Brader  
Director General IITA  
c/o CIAT-Miami,  
P.O. Box 025443,  
Miami, FL 33102, U.S.A.



**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Group Finance Director (Designate)

Major Leisure Based plc in North East

c.£100,000 package

### About Us

We are a broad based hospitality business acknowledged for delivering excellent value for our products and services. Our strategy has been to diversify into developing new leisure associated businesses. This has been successfully achieved with the net result that these activities now account for fifty per cent of our business. We are committed to improving quality of life among our customers, and our aim is always to meet and exceed our customers' expectations. We are well respected in the City as much for the things we have not done as those we have achieved.

### Our Future

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### Next Step

Please write to our advising consultant Jenny Mayer, quoting reference G/0074, at the address below. Alternatively if you would like a discreet conversation about the role, please call her on 0121 200 3000. Executive Search & Selection, Price Waterhouse, 19 Cornwall Street, Birmingham B3 2DT.

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- Ad hoc projects including acquisition and disposal accounting, systems development and technical issues

These responsibilities are unusually broad and involve exposure at the highest levels. You will therefore be a recently qualified ACA, preferably trained within a Big 6 London office, with excellent technical skills as well as a good business perspective.

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- Maintenance of ongoing financial reporting systems
- Ad hoc projects associated with the significant change programme

In addition you will be a key member of the Group reporting team responsible for both external and management reporting.

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Your objectives will be to:

- Develop and maintain all Financial Accounting systems and reporting (including international and trans-border issues)
- Restructure and develop the Management Accounting function
- Provide key input in terms of driving the business forward
- Interface with the Strategic Business Planning and Commercial functions

To perform and develop the role you will be a Qualified Accountant (probably, but not essentially, an ACA) with a high level of technical knowledge and good team leadership skills. You will possess a high degree of energy, enthusiasm and commercial acumen, and will be able to positively challenge both current practices and proposed plans, gaining the confidence of other divisions and senior managers.

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## MANAGEMENT

JOHN KAY

## A question of clarity and certainty



Don Cruickshank, the telecoms regulator, has proposed that the licences of BT (and other telecom companies) should be modified to include a general prohibition on anti-competitive behaviour.

This proposal is strongly resisted by BT, which argues that practices that cause concern should be the subject of specific prohibitions. These would be inserted in the company's licence, subject to a right of appeal to the Monopolies and Mergers Commission.

The parable of BT's dress code deserves to be more widely told. After privatisation, the company decided it was time to shake off the sloppy dress habits of the public sector. A directive went round telling senior employees that they should adopt suitable business dress.

The directive caused some resentment. Those who opposed it demanded greater clarity and certainty. When they went to the wardrobe in the morning, how could they know what would represent suitable business dress?

After advice from its legal and regulatory affairs department, the company agreed to promulgate a dress code. Senior male employees were expected to wear smart suits, shirts with collars, and ties. It was not long before someone came to the office in a red suit. When criticised, he pointed to the terms of the dress code. The suit was undeniably smart but it was the smartness of a nightclub rather than a boardroom.

So the dress code had to specify colour. Red was out, grey was in. But what of blue? Some blues were clearly acceptable. The chairman's favourite suit, in fact, was a fetching shade of navy. But bright blues could not be admitted. So how bright was bright? BT research came up with the answer. Brightness is determined by how much light a fabric reflects. A machine could measure this, and one was soon constructed and installed in the reception areas.

But this posed a more intractable problem. It was simply impossible to define which colours and

motifs were acceptable. A clearance procedure seemed the best answer. Anyone who bought a new tie could submit it to the dress code department, which had 42 days to rule on whether or not it was suitable business dress.

This was difficult, since the appropriateness of a tie might depend on the context - the suit and the shirt that went with it. So decisions were rather conservative. This raised the issue of an appeal mechanism.

Delegating discretion over approval of ties to the dress code department made it judge and jury in implementing regulations it had devised. But this violated natural justice. The company agreed that a small group of senior directors, with an independent fashion adviser, would hear complaints from employees who felt their ties had been unreason-

**The world is rarely clear, and if it seems so today it will have ceased to be so tomorrow**

ably rejected.

But there was the more general problem of changing fashion. After all, it was not so long since every gentleman had gone to work in a wing collar and frock coat. Not only were other forms of dress now acceptable, but wing collars had probably ceased to be acceptable. Not the image of a modern information company. A well-known fashion designer agreed to chair a standing working party to advise the company on fashion trends.

By this time, the dress code extended to 50 pages, largely impenetrable. No sensible employee read it, and when they were given a copy they were told that if they only behaved sensibly they would probably be all right. Knowledge of its contents was confined to the dress department, which by this time consisted of 20 people, mostly lawyers, the union representative who negotiated over it, and a few cranks who enjoyed pointing out inconsistencies and anomalies in the

code. Eventually a new management came in, determined to sweep the dress code department away. They quickly realised there were two alternatives. One was to supply a uniform to all employees. This was obviously an intolerable interference in personal affairs.

The other was to sweep away the dress code and renew the suitability to everyone to wear suitable business dress. If anyone was in genuine doubt as to what constituted suitable business dress - and many people were - they were advised to have a word with the dress regulator. He had been given this role precisely because of his sound judgment and range of business experience. What the regulator said bound no one, but to ignore his advice was injudicious and might prejudice advancement in the company.

The demand for clarity and certainty in regulation has great superficial plausibility, and it is because it is difficult to argue against clarity and certainty that it is best to resort to a parable. The world is rarely clear and certain, and if it seems so today it will have ceased to be so tomorrow.

It is no more possible or sensible to give an exhaustive description of what constitutes anti-competitive behaviour than to give an equivalent description of suitable business dress. When is it competitive and when is it predatory to charge a low price? Or different prices to different customers?

In both cases, you can exemplify things that are not, and illustrate things that are. But what you are trying to promote is an attitude and a style of behaviour. For those who understand that, formal rules are irrelevant for those who do not, they have very little value.

The demand for clarity and certainty comes from two sources. It comes from naive people who do not realise that effective regulation would ultimately lead to intrusion into every aspect of business life. And it comes from those who are very far from naive, and who understand that the sheer impracticability of what they seek would emasculate regulation in interminable legalism.

For entrepreneurs who have built a successful family-owned business from scratch, handing over control to someone else can be fraught with difficulties.

Is there a son or daughter willing or able to take on the job? If not, is there a manager who can take over, or should an external appointment be considered? Should a different form of ownership be considered, and what would the implications be for the family's stake?

Earlier this month, Ingvar Kamprad, Swedish founder of Ikea, disclosed that he did not want any of his three sons to become chief executive of the furniture store chain because of the risk that disputes between them could damage the business. "They accept my reasoning," he said.

In contrast, Atlet, a lift-truck producer based near Gothenburg, is planning its hopes on "keeping it in the family". Last year, Marianne Nilsson, 34-year-old daughter of company founder Knut Jacobsson, was appointed managing director - just seven years after suggesting to her father that she should take more interest in the family business.

The appointment sparked intense interest in Sweden because of the rarity of such a senior appointment for a woman anywhere in European engineering, let alone in Scandinavia. It also showed that solutions vary to the problems of succession.

Atlet's history bears many of the hallmarks of the typical European engineering company built from nothing by one entrepreneur-manager/technician. "The culture of Knut is in between the walls here," says Nilsson.

Jacobsson founded Atlet in 1958 without capital, products or organisation. He even purchased his first components with money his wife Rajni had saved to buy a scooter.

Mrs Jacobsson never got her scooter, but in the past 38 years Atlet has been transformed. What began as a producer of a handful of pedestrian and ride-on stacking trucks has become Europe's fourth-largest supplier of warehouse lift-trucks with projected sales for 1996 of SKr1bn (£100m). It remains fully owned by Jacobsson and his family.

Success has resulted in large part from the character of the owner, in small to medium-sized engineering companies, such as good product design and development. Atlet has also developed a manufacturing process that allows virtually every lift-truck to be made to order.

Nilsson is the third of five sisters - the others are a dentist, a doctor, a psychologist and a teacher. It had never been intended that she would join Atlet but, she says, "I had been selling pharmaceuticals, so I thought 'Why not sell lift-trucks instead'."

According to Nilsson, her father had not thought much about the



In the driving seat: Marianne Nilsson, newly appointed managing director, with her father and company founder Knut Jacobsson

## Family planning

The succession issue was solved for a Swedish lift-truck maker by the founder's daughter, writes Andrew Baxter

Succession issue until she suggested early in 1988 that she might join the company. Coincidentally, around this time Atlet's board of outside directors had begun talking to Jacobsson about the succession, and in 1991 the founder and his wife attended an IMD seminar in Lausanne on how family-owned companies can address the issue of succession. "It enabled them to see how other companies have handled the issue," says Nilsson.

Atlet spent some time looking at how other Swedish family-owned companies, including Ikea and Tetra Pak, the packaging producer, coped with their succession issues, but the lessons were limited, says Nilsson, by the fact that the industries and markets were so different.

She dates her active involvement with Atlet from 1988, when she began a business administration degree course, but she joined the company in a full sense only in 1992. She worked at first on a components supply project before becoming export manager and then marketing director.

In November 1994, Nilsson was named managing director-designate, and took on the role fully last April, when her father, now 72, became chairman of the board.

company has been remarkably quick, and she admits it may have been better if the succession process had been decided 10 years earlier.

She is not unique in taking on the managing directorship of an engineering company so young - Sir Anthony Bamford, for example, was 30 when he became managing director (and later chairman) of J.C. Bamford Excavators (JCB), albeit after a longer period working in various roles at the UK construction equipment manufacturer.

Moreover, Nilsson stresses, her appointment was not automatic, and she has had to prove herself.

As a family member, however, she did have one clear advantage. Although there were inquiries from outsiders interested in the managing director's job, Atlet did not consider an external appointment seriously. "In a medium-sized company that is completely family-owned, it would have been a difficult position for that person," says Nilsson.

She suggests that one way for family-owned companies to cope successfully with the succession issue is to have a "good, valid business idea". Atlet, for example, has stuck rigidly to its mission of increasing the efficiency of its customers' internal materials handling - resisting the temptation even to produce lift-trucks for external use.

The role of the non-executives was also important, and not only for prodding Jacobsson to think about the succession. As they did not know her, they took some time to be convinced she was the right person for the job, and provided a foil to Atlet's family council - Jacobsson and his five daughters. The other sisters, two of whom are married to Atlet employees, supported Marianne's push for the top.

It has also been important for Atlet to strike a balance between achieving continuity - in management policy and culture - and accepting the need for change because personalities vary.

Nilsson has been careful not to take on too much at once. She is not an engineer, and sees that it makes sense for her father to keep overall control of product development. "That's his baby," she says.

In other matters, Nilsson is in control on a day-to-day basis, although she admits she would clear any big changes with her father and she will delegate more than he did, especially on technical issues.

Employees, in turn, are having to adjust, says Lars Gustafsson, marketing manager. "They are realising that they cannot always delegate upwards, as they used to with Knut. They have to take more responsibility."

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## ARTS

# Britain takes on Broadway

Alastair Macaulay discusses the two-way theatre traffic across the Atlantic

Anyone who watches theatre in both New York and London will be aware of the intense two-way correspondence between the two. Virtually any Arthur Miller premiere will be produced in London very soon after its American opening, and a little later, any Sondheim too. The off-Broadway success of *Three Tall Women* in February 1994 promptly led to the West End production of the same play with Maggie Smith. And so it goes. Terrence McNally's gruesome but popular star-vehicle *Master Class* is one of the latest American candidates for the West End.

But it is especially fascinating to watch New York productions of spoken plays whose original British productions you have watched in London. During 1995, I caught no less than four New York stagings of plays or productions that had started life at London's National Theatre in June, the Lincoln Center *Arcadia* and the Broadway *Indiscretions* (i.e. *Les Parents Terribles*); in December, the Lincoln Center *Racing Demon* and the Off-Broadway *Mrs Klein*.

Tom Stoppard's *Arcadia* and David Hare's *Racing Demon*, although presented on the thrust stage of New York's Vivian Beaumont Theatre amid a semi-circular auditorium, were both restaged by their original directors, Trevor Nunn and Sean Mathias, and remained very close to their original National Theatre pro-

ductions. Both plays are so thoroughly English that a high proportion of critical scrutiny has focused on the quality of the actors' English accents. On the other hand, theatre at Lincoln Center has so Anglophile an audience that a great deal of interest is virtually guaranteed for these productions.

The main event of the New York *Mrs Klein* is that its title role is played by Uta Hagen. Called "the queen of off-Broadway", Hagen is chiefly known in Britain for her books about the art of acting and for her 1984 performance here as Martha in Edward Albee's *Who's Afraid of Virginia Woolf?*, a role she had created in New York in 1962. Her distinguished New York career, including major roles by Shakespeare, Turgenev, Chekhov, Bernard Shaw, Clifford Odets, and Tennessee Williams, spans back to 1937.

Her Melanie Klein was among the most skilful, subtle, and potent performances I have seen in the American theatre. Yet about half of it felt less like Mrs Klein than a master-class in Great Acting. Her pacing abounded in virtuosic transitions of tone that did not always ring true; and her gestures were often more outsize than her vocalisation. Laila Robbins, as her daughter Melitta, and Amy Wright, as her apprentice, were very fine in the other roles; the sure direction was by William Carden.

Since the Lucile Lortel Theatre is small, I was shocked to find that Hagen, like all too many American actors, allowed herself to be miked. Hagen's most famous book is called *Respect for Acting*. Acting without microphones - something increasingly rare in New York theatre - would be a good way to show respect for audiences.

Obviously *Arcadia* was the kind of new English play that New York should see. Though England is its setting, Stoppard's material constantly transcends that. Trevor Nunn's staging, despite some major blips of casting and accent, recaptured the internal dynamics of the play with more freshness than any rendition of the play since the original National Theatre cast. *Racing Demon*, however, is a play more exclusively English in its interests. Several scenes about the problems facing the Church of England seemed, in New York, at best of minor interest; and Richard Eyre's direction allowed these passages to flag. Some of Hare's writing sounds distinctly creaky now; notably the various solo addresses to God and the big Act Two scene between Tony and Stella.

Nonetheless, Josef Sommer played the leading role of the Rev. Lionel Espy with such fine humanity that he eventually showed the play's strengths. By the end, *Racing Demon* started to feel like a late-20th-century counterpart to the Church of England

drama that Trollope makes so enthralling in *The Wardens*: the ecclesiastical protagonist's crisis of conscience, the secular and religious ambitions and pretences of his various colleagues, the importance of their various womenfolk. It will be remembered that David Hare some years ago announced that his plays would no longer be performed in New York while Frank Rich was drama critic of *The New York Times*; this production demonstrates that, in the era of theatre-life-after-Rich, Hare has now dropped his embargo. Meanwhile, Athol Fugard was directing and acting in his own new play *Valley Song*, which he will bring to London's Royal Court in February. This tale of an old coloured farmer and his granddaughter, who can sing and wants to develop her talent in the big city, is much the weakest work of Fugard's I have seen, slow and repetitious. The intimate setting at the small Manhattan Theatre Club at City Center only worked against it. Fugard and Lisa Gay Hamilton put across this fragile and sentimental piece to the nearby audience as if it were a lecture-demonstration for schoolchildren. It is hoped that this case-study of the socio-political climate of South Africa today will appear less earnest and more brisk when it reaches the Royal Court.

The Circle in the Square Theatre - which in February visits Glasgow with Elizabeth Ashley in Tennessee Wil-

liams's *Suddenly Last Summer* - revived Philip Barry's 1932 *Holiday*, and reminded its audience of the craftsmanship and charm of a bygone period of American playwriting. Barry's other plays include *The Philadelphia Story*, and, like that, *Holiday* is best known from its film version starring Katherine Hepburn (who understudied the original stage production) and Cary Grant. In the theatre, *Holiday* plays beautifully. It is a period piece, in which the hero is torn between the establishment Park Avenue capitalist values of his fiancée's father and the bohemian sympathies of her older sister. Written with wit and feeling, *Holiday* must once have seemed more harmless than it does today. But the pacing and elegance of David Warren's staging are perfect. Though Laura Linney shouts, in a brittle sub-Hepburn performance, as the heroine, Tony Goldwyn's hero is a completely fresh performance. Rod McLachlan and Michael Countryman are excellent in supporting parts; and Reg Rogers is outstanding as the heroine's hopeless and bibulous brother Ned. Rogers's performance is not only the most evocative of the play's period, but also the most multi-faceted, uttering with ideal simplicity several lines that are at once hilarious and poignant. Barry's *The Philadelphia Story* once provided the young Fiona Shaw with a superb vehicle; a British revival of his *Holiday* would be no bad idea.



Sentimental: Lisa Gay Hamilton and Athol Fugard in Fugard's 'Valley Song', which comes to London's Royal Court theatre next month

## A voice to the melody born

Andrew Clark talks to the Austrian singer, Wolfgang Holzmair

When Wolfgang Holzmair steps onto the platform of the Wigmore Hall next Friday, there will be a mood of high expectancy in the audience. Holzmair is increasingly regarded as one of the great interpreters of German *Lieder*, and his London recitals are events to be cherished. What most of his audience will be unaware of is that, before his appearance, Holzmair will have been sitting alone, slumped backstage, shutting himself off from all thought of the music he is about to sing.

"It's a bit like yoga," says Holzmair, a mild-mannered Austrian. "The aim is to cast off the incidental, to stop thinking of the opening song. My concern is not 'Is everything OK with my voice?' It's more 'Can I communicate?'. The only way to do so is to empty my mind of thoughts. I immediately sense whether or not an audience is concentrating, and it depends largely on my own concentration."

Holzmair gives the impression of being totally absorbed in and by the music. He sings from the heart in a spontaneous way, as if each song is a private self-communion. The key to his artistry is the way he marries the text to the music. The anguish of lost love, the sense of pathos, the suppressed rage at the vagaries of fate - all are conveyed with the subtlest inflections of tone-colour.

Holzmair's voice is a high baritone with a French timbre, known as a *baryton Martin*. The contrast with German baritones of the Fischer-Dieskau school is striking. Where they sing with a hard Prussian sound, Holzmair's voice has a gentle quality, as if born with melody. He believes it stems from the softer way Austrians speak German.

Holzmair was a late starter. He took singing lessons, joined the Vienna Singverein and in his own words, "it came as it came". After winning two awards, he gave up his copyright job and joined the opera company in Bern. He also made a *Lieder* recording, which was favourably reviewed in *Gramophone* in 1988. William Lyne,

artistic director of the Wigmore, took note and engaged Holzmair immediately. He Wigmore Hall debut established his name internationally. Although he is a natural Papageno and an accomplished interpreter of Pöhlens and Gluck's Orpheus, he is now in such demand as a recitalist that there is little time for opera.

Holzmair talks about singing poems rather than songs. "It's important to love the poems, and to find them modern enough for our time, even if they were written 300 years ago. The feeling of *Sehnsucht* (longing) in German Romantic poetry is relevant today. Loneliness, disappointment in love - we have them now just as much as then. We might not use the same words, but could any song-cycle be more up-to-date than *Winterreise*?"

Over the past year Holzmair has sung around 250 different songs, an unusually large repertoire. Although he is best known for *Lieder*, he has proved equally skilled in French *melodies*. He scored a



Holzmair: London bound

notable success in Paris last year with Fauré's *La Bonne Chanson*, which he repeats in his forthcoming London recital. He says *La Bonne Chanson* is difficult to interpret, because all nine songs are positive in mood. "It's easier to talk expressively about despair than hope."

He has sung Hindemith's *American Song* and Barber's *Dover Beach*, and is interested in Britten and Vaughan Williams, "although they're not what people ask me to sing". His current project is a Schubert programme on the theme of the four seasons, which he will present towards the end of 1997.

"It's important to do the mental work long in advance, and let each song sink into your subconscious," says Holzmair. "This influences the way you work in rehearsal. I like to find out how far the pianist and I can go - how free we can be with the words. Inflections, dynamic variations, stresses and syllables are important, but nothing should be fixed. All must be conveyed in a natural way, without over-communication or over-declaration. With some pianists, you have the feeling they only want to serve you. I like to be challenged."

The greatest challenge of all, of course, is to interpret *Winterreise*, *Die schöne Müllerin* and the other great 19th century song-cycles. Holzmair says *Die schöne Müllerin* demands a storyteller "who may be the miller himself. It's a simple story of a man who falls in love with a woman, is rejected, and after repeated attempts to gain her, commits suicide. It contains more hope than *Winterreise*, and it reaches some sort of resolution. *Winterreise* is more a reflection on the different states of disappointment and despair. It starts with rejected love, and there is no end to the suffering."

Holzmair gives a masterclass at the Royal College of Music in London on January 17, and sings at the Wigmore Hall on January 19 and 21. He tours North America between February 1 and 17.

For the faithful, it suffices to say that English National Ballet continues its residence on the South Bank and is, this week, playing *Swan Lake*. I wish there were some means of identifying the ballet more truthfully, since the title can mean the ballet as staged at the Kirov or, as here, in a choreographically suspect version crammed onto an inadequate stage, quart into pint-pot fashion.

It is also unfair to dancers to hope for much by way of interpretation when treading round and through the encumbrances of the third act, where the set is more like a Lady Chapel than a ball-room. With the right repertoire, ballets and dancers can be themselves

It is an irony that one of Benjamin Britten's song cycles should be called *On this Point*. Although his operas have crossed the Channel and are to be found in ever more opera-houses throughout Europe, Britten's fine songs have largely stayed at home, seemingly insular in their appeal like so much other later 20th-century music.

Is it the music that acts as a deterrent or the words? In general, composers since the war have placed a greater emphasis on the poetry in the art of song-writing than their predecessors did and Britten was no exception. Michelangelo, Blake, Donne and Hardy were all set by Britten in a style that gives the words equal importance. There is no question of sitting back passively to enjoy the music while ignoring the meaning of the poem, as many in an audience do with Schubert or Schumann.

The Wigmore Hall's impressive Britten song series has

## Ballet/Clement Crisp

### Swan Lake

(rather than their own poor relations) on this shelf of a stage. Not so *Swan Lake*, which demands - and does not receive - stars and a lot of panache in this sub-Bolshevik version. On Wednesday afternoon, with cohorts of school-children an enthusiastic and very attentive audience, I went to see the British debut of Laurence Guinée, ENB's guest. Trained in Bucharest - by Russian teachers, I'd hazard - and in his late 20s, Guinée is a true classical danseur, by physique

and temperament. He can do little with the role of Siegfried as it is shown us in this staging (drama in Act 1 amounts to looking at his Tutor's library book) but he establishes romantic feeling, and in a brief moment of dancing reveals a fluent, rich-textured style. He proved a strong partner at the lake-side to Brana Pasarić's Odette, and in the ball-room - dodging pillars and the various other hurdles of a small and crowded stage - he gave elegant, polished

delivery to the gim-crack bravura which is Siegfried's fate.

Most important, at every moment he took the stage like a Prince. Probably nervous, unfamiliar with the staging, and not helped in the big dance sequences by lethargic tempi (the score is supposed to buoy the dancer up, not hang round his ankles), Guinée looked good, and is a welcome and impressive new-comer. On a family note, I record that the character referred to in the programme as Queen Mother has either been lying madly about her age or has found the world's best plastic surgeon back-stage. She didn't look old enough to vote, let alone rule a kingdom, not even a balletic one.

The soprano Joan Rodgers, born in England but holding a higher degree in Russian, is no second Vishnevskaya and does not try to pretend that she is. In complete accord with the impeccably-turned accompaniments of Malcolm Martineau, she sang her Britten cycle with an exquisite sense of the poetry. Each subtle moment of phrasing or pointing of a word showed how much understatement can achieve. Her Tchaikovsky was delightful and her singing of Mussorgsky's *The Nursery* free from excessive little-girl play-acting. Vishnevskaya would have been more formidable in Shostakovich's *Satires*, but Rodgers found them unsuspected force. In her own way she makes a very satisfying recitalist.

Sponsored by Enskilda Securities; main festival sponsor the Britten Estate in association with Radio 1.

## Concert/Richard Fairman

### Britten's songs

thoughtfully lightened the concentration load. Each recital has been planned to reflect upon its subject by featuring other composers alongside; at Tuesday's early evening programme reaching Purcell, who was so important an influence - as Britten himself acknowledged when he made "realisations" of some of Purcell's vocal solos. Listening to the counter-tenor Michael Chance carrying the first word of the arrangement of "Sweetest" showed splendidly how Britten learned from Purcell's expressive heightening of the words. (No single Euro-language could ever capture word-painting like this.)

It was an interesting programme, based on a 1971 Alde-

burgh Festival recital, which included Britten's Second and Fourth Canticles. Chance was beautifully subtle in those two, which only served to expose the relative clumsiness of the tenor and baritone, Adrian Thompson and Richard Jackson. Julius Drake was the accompanist.

The evening recital on Tuesday sketched a portrait not of a composer, but of a singer. Britten responded very positively to the voices and personalities of specific artists and one of the most powerful (in both senses) to have inspired him was the Russian soprano Galina Vishnevskaya. On holiday in Armenia in 1965, he wrote for her *The Poet's Echo* to words by Pushkin, breathing in much

of the musical style there at the time. The soprano Joan Rodgers, born in England but holding a higher degree in Russian, is no second Vishnevskaya and does not try to pretend that she is. In complete accord with the impeccably-turned accompaniments of Malcolm Martineau, she sang her Britten cycle with an exquisite sense of the poetry. Each subtle moment of phrasing or pointing of a word showed how much understatement can achieve. Her Tchaikovsky was delightful and her singing of Mussorgsky's *The Nursery* free from excessive little-girl play-acting. Vishnevskaya would have been more formidable in Shostakovich's *Satires*, but Rodgers found them unsuspected force. In her own way she makes a very satisfying recitalist.

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## INTERNATIONAL ARTS GUIDE

### BERLIN

CONCERT  
Konzerthaus  
Tel: 49-30-203092100/01  
● Bruckner-Orchester Linz: with conductor Martin Sieghart and violinist Boris Pergamenschikov perform R. Schumann's "Cello Concerto in A minor" and Bruckner's "Symphony No. 6"; 8pm; Jan 16  
● Kammerphilharmonie und Chor des Mitteldeutschen Rundfunks: with conductor Salvatore Accardo, soprano Helen Bickers, alto Alicia Nafé, tenor Daniel Galvez-Vallejo and bass Kenneth Cox perform Beethoven's "Symphony No. 4" and Rossini's "Stabat Mater"; 8pm; Jan 15

CONCERT  
Symphony Hall  
Tel: 44-121-2123333  
● City of Birmingham Symphony Orchestra: and the ladies of the City of Birmingham Symphony Chorus with conductor Mark Elder perform Delius: "A Song of Summer";

Tipitt's "Triple Concerto" and Holst's "The Planets". Soloists include violinist Lyn Fletcher, viola-player Christopher Yates and cellist Ulrich Heinen; 7pm; Jan 13

### CHICAGO

MUSICAL  
Shubert Theatre  
Tel: 1-312-977-1700  
● Jekyll & Hyde: The Musical  
Thriller by Leslie Bricusse and Frank Wilford. The cast includes Linda Eder and Robert Cuccioli; Tue - Thu 7.30pm, Fri, Sat 8pm, Sun 3pm, matinees Wed, Sat 2pm; from Jan 16 to Jan 28 (not Mon)

### DRESDEN

OPERA & OPERETTA  
Sächsische Staatsoper Dresden  
Tel: 49-351-49110  
● Ariadne auf Naxos: by R. Strauss. Conducted by Wolfgang Rennert and performed by the Sächsische Staatsoper Dresden. Soloists include Dame Gwyneth Jones (Jan 14), Helga Tieke (Jan 17), Norbert Orth, Roxana Incontrea and Karl-Heinz Stryczek; 7pm; Jan 14, 17

### LEIPZIG

DANCE  
Oper Leipzig Tel: 49-341-1261261  
● Amerika: a choreography by Uwe Scholz to music by Gershwin, performed by Ballet Leipzig. Robert Hanell conducts the Gewandhaus-orchestra and pianist G. Erber; 11pm; Jan 16  
OPERA & OPERETTA  
Oper Leipzig Tel: 49-341-1261261  
● Eugene Oregan: by Tchaikovsky.

Conducted by Jiri Kouit and performed by the Oper Leipzig and the Gewandhausorchester. Soloists include Monika Luck, Annette Markert, Anelott Damm and Tomas Möwes; 7.30pm; Jan 17

### LILLE

OPERA & OPERETTA  
Opéra de Lille Tel: 33-20 05 88 04  
● Il combattimento di Tancredi e Clorinda: by Monteverdi. Conducted by Giovanni Antonini and performed by Il Giardino Armonico. Soloists include soprano Anna Caterina Antonacci and tenor Philip Langridge; 8pm; Jan 17

### LONDON

CONCERT  
Barbican Hall Tel: 44-171-6388891  
● Symphony No. 9: by Mahler. Performed by the Philharmonia Orchestra, conducted by Benjamin Zander; 8pm; Jan 17  
Wigmore Hall Tel: 44-171-9352141  
● Marc-André Hamelin: the pianist performs works by Liszt; 4pm; Jan 14  
OPERA & OPERETTA  
London Coliseum  
Tel: 44-171-9380111  
● Turandot: by Puccini. Conducted by Noel Davis and performed by the English National Opera. Soloists include Janice Cairns and Edmund Barham; 7.30pm; Jan 18

### MALIBU

EXHIBITION  
The J. Paul Getty Museum  
Tel: 1-310-459-7611  
● The Magic of Material Things: Albert Renger-Patzsch: an exhibition

of about 45 photographs by the German artist (1897 - 1966) whose book "The World is Beautiful" (1928) was an early landmark for the German art movement *Neue Sachlichkeit*. The works on view cover a wide range of subjects, both industrial and natural, that suggest many affinities with the American "straight photography" movement; from Jan 16 to Mar 31

### MALMO

EXHIBITION  
Malmö Konsthall Tel: 46-40-341293  
● Max Ernst: basis for the exhibition is a large collection of sculptures by this Surrealist artist (1891 - 1976), complemented by related works in other techniques. Also on display are a collection of friends' photographic portraits, and documents of contemporary photographers such as Man Ray, Bill Brandt, Henri Cartier-Bresson, Lee Miller, Frederick Sommer, Irving Penn and others; to Jan 14

### MUNICH

CONCERT  
Philharmonie im Gasteig  
Tel: 49-89-48088506  
● Bamberger Symphoniker: with conductor Kurt Sanderling and violinist Artie Welthaus perform Mozart's "Violin Concerto in A major" and Bruckner's "Symphony No. 3"; 8pm; Jan 14

### DANCE

Nationaltheater  
Tel: 49-89-21851920  
● Swan Lake: a choreography by Ray Barra after Petipa/Iwanov, performed by the Bayerisches Staatsballett. Soloists include Elena

Pankova and Oliver Wehe; 8pm; Jan 15

### NEW YORK

CONCERT  
Alice Tully Hall Tel: 1-212-875-5050  
● Third Annual Marilyn Home Foundation New York Recital: for the concert, mezzo-soprano Marilyn Home will be joined by mezzo-soprano Michelle DeYoung, tenor Bruce Ford, baritone Rodney Gilroy and soprano Janet Williams. Featured composers include Bellini, Copland, Debussy, Griffes, Handel, Mahler, Quilter, Rodgers and Hammerstein, Stolz, Strauss and Villa-Lobos; 7.30pm; Jan 16

### DANCE

New York State Theatre  
Tel: 1-212-875-5570  
● New York City Ballet: perform the choreographies "Glass Pieces", "Afternoon of a Faun", "Anticlimax" and "West Side Story Suite" by Jerome Robbins; 2pm; Jan 13

### EXHIBITION

The Pierpont Morgan Library  
Tel: 1-212-685-0008  
● A Great Heritage: Renaissance and Baroque Drawings from Chatsworth: exhibition of 103 drawings, mostly from Italian artists. The display includes works by Domenico Ghirlandajo, Leonardo da Vinci and Andrea del Sarto; from Jan 17 to Apr 21

### PARIS

CONCERT  
Salle Gaveau Tel: 33-1 49 53 05 07  
● Nathalie Stutzmann: accompanied by pianist Inger Södergren. The mezzo-soprano

performs songs by Schubert, Brahms, Mahler, Fauré and Debussy; 8.30pm; Jan 15  
Théâtre des Champs-Élysées  
Tel: 33-1 49 52 50 50  
● Orchestre des Champs-Élysées: with conductor Philippe Herreweghe and pianist Andreas Staier perform R. Schumann's "Manfred", "Piano Concerto in A minor" and "Symphony No. 3"; 8.30pm; Jan 18  
OPERA & OPERETTA  
L'Opéra de Paris Bastille  
Tel: 33-1 44 73 13 99  
● La Bohème: by Puccini. Conducted by Louis Langrée and performed by the Opéra National de Paris. Soloists include Roberto Aronica, LeRoy Villanueva, Carlos Fallier and Cristina Gallardo-Domas; 7.30pm; Jan 15, 19

### TORONTO

CONCERT  
Jane Mallett Theatre  
Tel: 1-416-366-7723  
● Richard Goode: the pianist performs works by J.S. Bach, Schubert, Brahms and Chopin; 8pm; Jan 16

### WASHINGTON

EXHIBITION  
Hirshhorn Museum and Sculpture Garden Tel: 1-202-357-2700  
● Stephan Balkenhol: Sculptures and Drawings: exhibition of 30 carved and painted wood sculptures, together with a group of large-scale chalkboard drawings, by German artist Stephan Balkenhol. The exhibition travels to the Montreal Museum of Fine Arts in Canada (Feb 15 to May 26); to Jan 15

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## FINANCIAL TIMES

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Friday January 12 1996

## Slow growth trap for Emu

Is it the intention of the European authorities to convince their electorates that Emu stands not for European monetary union, but for European masochists' union? If so, they are going the right way about it. If not, they must urgently rethink how they intend to apply the Maastricht treaty's fiscal policy criteria.

It now appears that German gross domestic product did not grow in the fourth quarter of last year and that growth in the year as a whole was only 1.9 per cent. Many economists believe that output will subsequently turn out to have fallen in the fourth quarter; some also expect it to fall in the first quarter of 1996.

Slow growth and rising unemployment are bad enough in themselves. But the result has also been a general government deficit of 3.6 per cent of GDP in 1995, which is well above the 3 per cent target of the Maastricht treaty. Mr Theo Waigel, the German finance minister, has stridently insisted on precise fulfilment of the deficit criteria. Yet last year even Germany failed. If its European partners were inclined to feel *Schadenfreude* (that wonderful German word for pleasure in another's pain), now would seem the ideal occasion.

They should forbear, since most of that pain will be their own: a German slowdown is bound to mean a slowdown for the European economy as a whole. Mr Didier Maillard, chief economist of Paribas, argued in the FT last week that the French economy would grow by as little as 1½-1¾ per cent this year. If such a performance were to be followed by, say, growth of only 1½ per cent in the following year, the French fiscal deficit would, on current policies,

end up at 4 per cent in 1997, not 3 per cent. Obsessed with hitting cyclically unadjusted fiscal targets in an arbitrarily chosen year, Germany, France and other European aspirants for Emu could even feel obliged to introduce further discretionary tightening of fiscal policy during 1996, in order to hit the target in 1997. Growth would slow still further, making necessary yet further tightening. The European economies would then chase one another down a vicious spiral of decline.

How can they escape from what seems to be the economics of bedlam? The simplest answer would be aggressive easing by the monetary authorities, led by the Bundesbank. This should lead to lower interest rates throughout Europe. In practice, however, this is not how the Bundesbank is likely to behave, particularly since it brought the discount rate down to 3 per cent only last month. Alternatively, the decision could now be taken that the fiscal judgment will be made in light of the cyclical position, something that the treaty would appear to permit, provided deficits were not that far from 3 per cent.

The danger is that painful, possibly even vain, pursuit of fiscal targets that are neither necessary nor sufficient for a successful Emu will turn the gap between the builders of the new Europe and the natural desires of electorates into a yawning chasm. The concerns of the voters - even promises made to them - have not always been at the forefront of the politicians' minds. But the patience of the people must have a breaking point. European leaders should take great care to ensure they do not pass it.

## Exit a mutual

When Barle and Means, in their famous analysis 50 years ago, identified a divorce between ownership and control, they were concerned with the modern corporation. Today, their diagnosis would serve rather better as a description of Britain's building society movement than it would of the modern corporation. The societies' fragmented ownership means that the members exert no worthwhile influence over management. In contrast, ownership of quoted companies is more concentrated in institutional hands, so increasing potential accountability. Flotation, a course soon to be adopted by the Woolwich Building Society, might thus seem an attractive way of connecting the societies to a stronger ownership discipline.

The paradox is that the societies have been more consistently profitable and tighter on costs than quoted commercial banks. Among other things, that reflects a discipline peculiar to mutualism. Unlike the clearing banks, the societies have not been able to raise capital which has then been burned a hole in their pockets. Nor, on the whole, have the directors abused their position by paying themselves outrageous remuneration.

It follows that the case for flotation is not cut and dried. But it is valid for some, partly because mutualism can no longer deliver in important areas. With home ownership at around 68 per cent of

households, the societies' mission is largely complete. And the fast-changing structure of retail financial services will make access to capital more important in future. Moreover, the potential conflict inherent in the managers' position is becoming more serious. Many societies have been giving priority to the interests of new customers, rather than to longstanding members. Directors are tempted by larger remuneration packages.

A mere quotation may not make much difference on the pay score. The lesson of last year's row at British Gas, and even more so at companies like WPP, was that most institutional shareholders would rather not crack the whip over boardroom pay. But elsewhere they do exert pressure, backed by the takeover sanction. Yet the British are arguably over-obsessed with equity forms of ownership. The new capital structure of the water industry, to take one obvious example, is wholly inappropriate to a natural monopoly: preference capital used to be the norm among private water companies for very good reasons. Nor is mutualism a dying form of ownership. It still makes sense for smaller societies operating in niche markets. And it may yet find future uses in areas where the interests of owners and consumers are more closely aligned than in today's building societies.

## Rifkind in China

Two features stand out from Mr Malcolm Rifkind's visit to Hong Kong and Beijing this week. The first is China's relatively muted response to the furore over his treatment of orphans, which indicates an earnest desire to maintain a good relationship with the UK ahead of 1997. The second is that the good atmosphere was maintained despite some robust remarks by Mr Rifkind on a range of sensitive issues to do with the handover of Hong Kong.

This new combination of Chinese goodwill and British refusal to be cowed on matters like the need to preserve Hong Kong's autonomy after 1997 is to be commended. It is in some contrast to the last spring's agreement on the Court of Final Appeal, which involved substantial UK concessions. The risk to confidence from that deal was that China appeared to be pushing Britain around. If Hong Kong residents can now be persuaded that Britain is willing to stand up for them and China is at least ready to listen, there is a much better chance of maintaining confidence in the territory's future as 1997 draws near.

All the same, the next 18 months will not be easy. Despite the improved atmosphere, China has made it abundantly clear that it will not go back on its decision to abolish Hong Kong's Legislative Council. Both sides thus face an

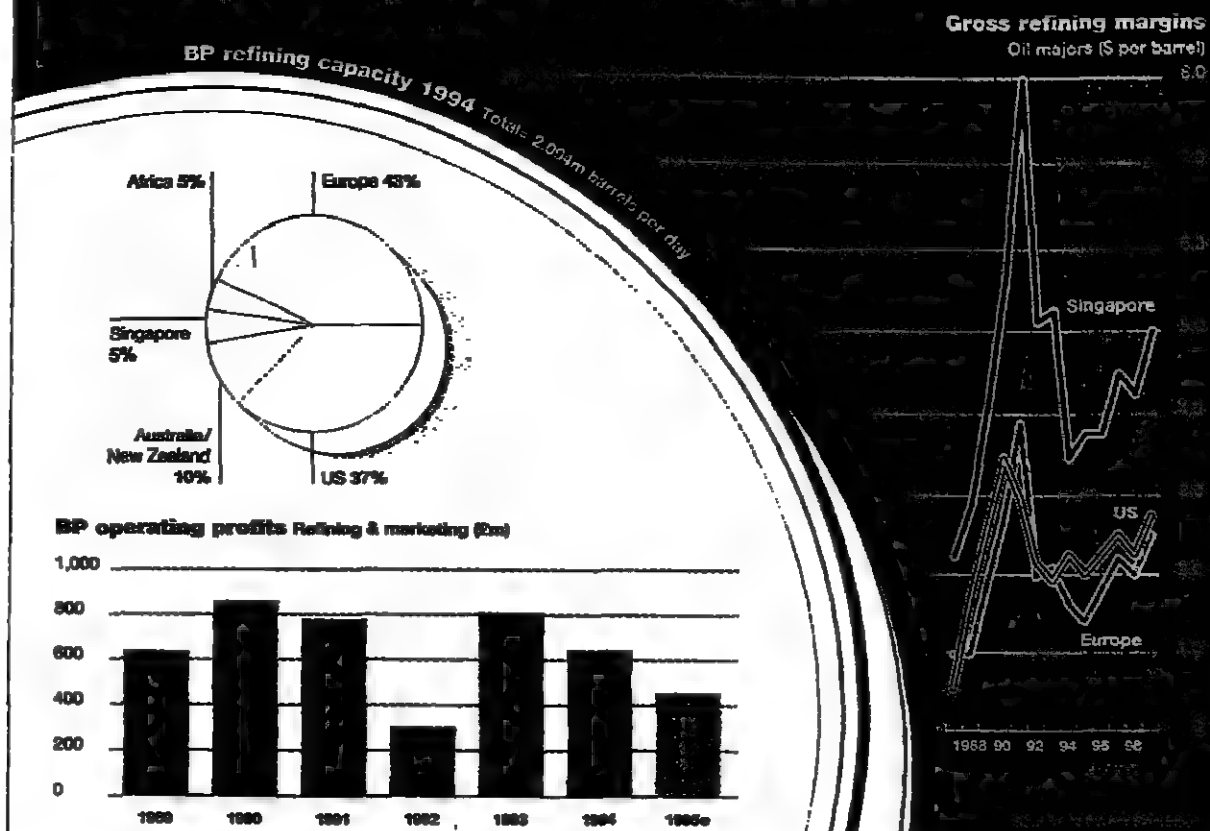
acutely awkward presentational problem in the run-up to 1997. Both will want to portray the handover as a success, but that will be a daunting task if there is widespread protest at China's plans to abolish such a core institution as LegCo.

What is needed to offset this are more substantive agreements on practical issues designed to make the handover work. From this perspective, the Rifkind trip was less satisfactory than it looks.

The agreement on the container port was a breakthrough of sorts, but it has not been presented as such by China. It also depends on agreements between the companies concerned. Whether the agreements on passports and right of abode represent much advance on existing positions is equally unclear.

China must deliver more substance if confidence is to be maintained. It must also seek to avoid unnecessary squabbles which sour the atmosphere, like its personal vendetta against Governor Chris Patten. The handover will not go smoothly if the Queen's plenipotentiary representative in Hong Kong is continually and conspicuously cold-shouldered. Quite apart from anything else, such an attitude seems calculated to cast the abolition of LegCo, elected following his reforms, in the worst possible light.

## Oil refining: margins under pressure



## A very refined dilemma

Yesterday's move by BP to close or sell some of its oil plants reflects the severe overcapacity in the industry, says David Lascelles

It was always going to be a question of who blinked first. The chronic overcapacity of the refining industry, particularly in Europe, has depressed oil company profits for years. It was widely expected that one of the oil "majors" - probably British Petroleum, Shell or Exxon - would have to take drastic action.

Yesterday, BP announced plans to shut down or sell three refineries in the US and Europe, cutting its refinery capacity by nearly a third but also reducing losses by up to \$300m a year.

The overcapacity that triggered BP's action has several causes. Mr John Browne, BP's chief executive, listed three of them yesterday:   
● The technology is widely available, so entry barriers are low;   
● Shortages created by the Gulf war in 1991 triggered a rush to build new refineries, particularly in the Far East;   
● Improvements in technology allow existing operators to squeeze more out of their plants.

By Mr Browne's estimate, global capacity grows by the equivalent of four average-sized refineries a year for this reason alone. He might have added a fourth cause - that many refineries belong to state-owned oil companies which are reluctant to shut down plant for political reasons. As more of these companies are privatised, however, this is becoming less important.

At the same time, oil companies have had to come to terms with other sources of pressure on their margins, including falling transport costs. These have improved the fluidity of the world refined products market and ensured that regional shortages are quickly supplied. As a result, margins in the refining business have been falling for several years. They were particularly depressed last year because a large overhang of unsold product coincided with the start-up of the new Far East capacity. The 1995 margin in Europe of \$1.40 a barrel

was down a third on 1994. But eye-catching though BP's move was yesterday, it is only part of a broad process of rationalisation which these pressures have created.

The early 1990s saw a big shake-out in the US oil industry, with many of the leading companies cutting their refining operations. Last year, Mobil, the second-largest US company, shut its German refinery at Wörth, and rationalised two refineries in the UK and France. It had previously sold or shut several smaller European refineries.

Now that BP has applied the knife too, could this mean the beginning of better times for what remains of the industry? Analysts doubt it, even though most market forecasts point to a slight improvement in refining margins over the rest of the decade, as the wave of new capacity is absorbed. One reason is that BP's action

will not necessarily result in a large loss of overall capacity. The company's intention is to sell two of the three plants rather than shut them down, and to close the third, in the Netherlands, transferring some of its business to a neighbouring refinery.

According to Mobil, the market needs to lose between 800,000 and 900,000 barrels a day of capacity to return to equilibrium. BP's cuts would remove at most 400,000 b/d. Mr Jeremy Hudson, an oil analyst at Salomon Brothers, calculates that returns from oil refining are so low - or in many cases negative - that large companies will be unable to cover their cost of capital under foreseeable market conditions. He predicts BP's move could actually force other companies to follow suit. "This sends a loud signal that refining is a big enough problem to warrant the pain," he says. "Other

companies face the same dilemma as BP, and this should make it easier for them to take the same action."

However, the indications are that other large companies have no plans to shut down refineries. Shell said yesterday it had recently completed a review of its European refining operations. This concluded that, although returns were unsatisfactory, the refineries themselves were competitively well-placed and did not require heavy investment. "We do not consider them to be prime exit candidates," it said.

BP's announcement, in other words, may not provide the big shock people have been waiting for. But it highlights important changes in the industry's evolution.

As a result of the cutbacks, BP will sell more oil products than it refines. In this regard, it will match most of the other large oil compa-

nies that have dropped the traditional aim of being "fully integrated". Although this change means they have to buy part of their product needs from other refiners, it gives them leeway to exploit price fluctuations in the market.

Another change is that refining is increasingly a matter of having the right type of capacity rather than the right amount. As Mr Rolf Stomberg, the head of BP's downstream arm, pointed out yesterday, refining can be highly profitable for modern operations in the right location. The best refineries, he said, can earn three times the industry average.

The emphasis, therefore, is on meeting changing market needs, for example for environmentally friendly fuel, and producing it at the cheapest possible price rather than churning it out in large quantities on all five continents.

## An exercise in self-help

British Petroleum's reshuffle of its refinery assets reflects a belief among senior managers that the company can no longer rely on peaks in the commodity cycle to underpin its earnings.

"We don't want to be simply a play on the cycle," said Mr John Browne, BP's chief executive yesterday. "We want to manage our way through the whole cycle."

That message of self-help is one that is heard constantly in the corridors of the company's Britannia House headquarters in the City of London. It was used by Sir David Simon, the chairman and former chief executive, in guiding the company out of its debt crisis in 1992. And it has been embraced by Mr Browne as he struggles to bring greater efficiencies to BP's refineries, the one clear legged among the company's businesses.

But can Mr Browne, who turned around the fortunes of the company's upstream extraction assets in his former role as head of BP Exploration, achieve similar results with the downstream refining and distribution operations?

Mr Pergus Macleod, energy analyst at NatWest Markets in Edinburgh, describes the decision to close or sell three refineries as a "bold move". It was, he said, in keeping with BP's new attitude: "Don't sit around waiting for help from the market. Sort it out yourself."

But he doubted whether it would have a marked impact on the company's overall fortunes. He estimated that the gain in earnings as a result of eliminating the losses at the three units could be less than \$100m a year.

If the group cannot find buyers for the two sites up for sale - at

Lima, Ohio, and Laverna in France - Mr Browne said he was prepared to close them. Analysts believe the \$1.075bn charge against earnings covered such a contingency.

BP executives yesterday stressed that the company would remain active in the international refining industry. It has no plans to dismantle the integrated structure that links crude oil production with the sale of petrol and other refined petroleum products to consumers.

Yesterday's move will mean BP will refine substantially less oil each day than it sells. Mr Browne said the 400,000 barrel a day deficit would be made up by purchases from the "deep and liquid" international markets for wholesale petrol, diesel and other fuels.

The restructuring does not preclude a future expansion of BP's refining operations elsewhere. Mr Rolf Stomberg, head of the group's

worldwide downstream activities, said the company might want to expand its refining presence in south-east Asia, the world's strongest growing oil market.

But analysts said yesterday's actions indicated that the low margins and high capital requirements of refining clashed with BP's strategic aim of providing "unusual returns to investors". As Mr Stomberg noted, even efficient refineries are a "magnet for investment".

On the other hand, the group is unlikely to make further refinery closures on this scale.

"No player of any significant size could allow itself to be at the mercy of wholesale markets," says one BP executive. "Too large an exposure and you begin to feel uncomfortable."

Robert Corzine

## OBSERVER

## Rifkind's new clothes

Malcolm Rifkind, Britain's foreign secretary, seems to be rather pleased with his visit to Beijing this week. He has been impressed by the generosity of his hosts.

He has also managed to get the impression that some pretty unexceptional comments by Qian Qichen, his Chinese counterpart, on the right of abode in Hong Kong and other issues, constitute some sort of political breakthrough.

Even the news that China had lifted its veto on Jardine Matheson participating in the development of Hong Kong's container port was poorly presented, sowing more confusion than enlightenment.

How come Rifkind's officials allowed him to be so easily hoodwinked? He was accompanied by Sir Len Appleby, ambassador in Beijing and a sinologist, William Ehrman, his private secretary and a self-professed expert on Hong Kong and mainland affairs, and Hugh Davies, head of the Sino-British joint liaison group overseeing the handover.

At least one of them ought to have been brave enough to tell the minister that Qian, on the issue of right of abode, was simply repeating the formulae as written in old agreements. Still, the Chinese officials could have used such

slip-ups to embarrass Rifkind. Fortunately, they kept a dignified silence.

## Card carrier

One man who really will miss Francois Mitterrand is 80-year-old Camille Marchand who lives in the tiny village of Gouloux in central France. Whenever the late French president went overseas, he sent Marchand a postcard. He had more than 120 at the last count.

They first met in 1946 when Mitterrand was a local councillor. "Most politicians are different. They come by once, and you never see them again," says Marchand. However, the two struck up a friendship and until just days before he left office, Mitterrand sent his pen-pal a postcard virtually every time he left France. The last one was from Berlin in May 1995, when Mitterrand visited the city with other world leaders to commemorate the 50th anniversary of the end of the second world war in Europe. One can only speculate about the contents but it probably went as follows: "Having a great time. Weather fine. Food great. Company atrocious..."

## Heady mixture

At a bash at the Savoy hotel in London on Wednesday to mark his retirement as chairman of the UK's Securities and Futures Authority,

Christopher Sharpley was reminiscing about the high points of international regulation - including the occasion when he was selling the strengths of the UK system to one of his Chinese opposite numbers. Sharpley was expounding the benefits of sanctions such as banning, fixing and publicity in cases of market manipulation or breaches of best execution. "Ah I agree", his interlocutor observed enthusiastically. "For serious breaches, execution is best".

## Wave theory

The sea was calm earlier this week, with no surf worthy of the name. But neither Shawn Stussy nor his partner, Frank Sinatra Jr (no relation), were taking calls at the \$35m-a-year design and retailing company where Stussy is bowing out.

The 41-year-old southern Californian, whose love of surfing often appeared to get in the way of his business ambitions, has terminated his fashion odyssey designing expensive, slouchy-grungy clothes.

Since entering surf culture on Orange County's Laguna Beach with his hand-made, autographed surfboards, Stussy had kept his balance for a full decade on the crest of the sun, sea and city school of style. His later association with hip-hop music lent

him street cred, and he somehow succeeded in preserving sufficient exclusiveness to charge pop stars top whack for sundry clobber.

There is not supposed to have been a bust up - rather, in time-honoured terminology, Stussy simply wants to spend more time with his family, close to the warm waters of Hawaii. He stays on in a consulting role as Sinatra takes the helm, and keeps his two boutiques in LA and New York for his own portfolio.

Perhaps Stussy has simply recognised that every wave hits the beach at some point, and that the coolest rider is he who dismounts in deeper water.

Should the kids ask.

## Strung out

Diverting attention for once from the glory of its technological achievements, France is currently struck on the merits of looping together bits of rope.

According to yesterday's *Liberation* newspaper, post offices, cinemas and railway stations are coming to grips with that brilliant invention, the queue, together with its sophisticated variant, the single line in front of multiple service-counters.

Why these institutions think a bit of string will compensate for the apparent absence of the queue-forming gene in the French make-up remains as much of a mystery as ever.

The Financial Times

## 50 years ago

US fight to avoid inflation  
*New York:* Administration officials seeking to fight inflation by a tight rein on prices and wages are faced with a difficult task. It is feared that the cost of living will rise sharply as the result of recent developments.

The White House scheme to induce a rise in steel wages by pushing up prices by perhaps \$1 a ton is regarded as highly inflationary. Food prices are rising and Agriculture Secretary Anderson is being called an inflationist by some key officials.

Fact-finders for the dispute between General Motors and workers' organisations have come out with a recommendation that wages be raised by 17½ per cent.

This pattern applied to industry generally would certainly necessitate many price adjustments. Officially, of course, White House officials are going to insist that the consumer is kept safe and the cost of living will be kept stabilised.

Washington experts believe that the steel case will be the most important as a precedent. Many other industries are in a similar position, where wage increases, if granted, must be followed by price increases. The coal industry is an obvious example.





## Dini confirms government's resignation after split on policy

By Andrew Hill in Milan

Mr Lamberto Dini, the Italian prime minister, last night opened a new phase of political uncertainty by confirming the resignation of his technocratic government after rival political groupings failed to agree on the way forward for the administration.

Mr Dini's decision headed off a parliamentary vote, backed by deputies of the centre-right and extreme left, which would almost certainly have forced his resignation and reduced his chances of being appointed to lead a new government.

Mr Dini submitted his resignation formally on December 30,

but Mr Oscar Luigi Scalfaro, the president, refused to accept it and asked parliament to make up its mind on the next step.

Mr Scalfaro could now decide that a new government should be formed, he could call an early election or, much more unlikely, he could again reject the resignation.

Until now, he and Mr Dini have opposed early elections on the grounds that they would disrupt Italy's six-month presidency of the European Union, which began this month.

Closing two days of debate over the future of his government, Mr Dini told parliament last night that almost some elements of consensus had emerged - particularly on the need for constitutional reform - the parties were obviously split on how to reach that goal.

He said it was his "strict duty" to confirm his resignation to Mr Scalfaro, who was last night on his way back from Paris where he attended the memorial service for Mr François Mitterrand, the former French president.

Mr Scalfaro will this time almost certainly have to accept his resignation.

The Italian lire weakened immediately after Mr Dini's speech to L1,094 against the D-Mark, compared with the official quotation of L1,092.75 earlier in the day, and to L1,075 to the US dollar, against the official

quotation of L1,588.61.

Speaking after Mr Dini announced his decision, Mr Massimo D'Alema, the secretary of the former communist PDS, said the choice was between reform and elections. "We now have a government crisis, there is no solution ready for constitutional reform," there's no agreement, and there's a probability of elections," he said.

The PDS and its allies on the centre-left would prefer to see Mr Dini stay on during the EU presidency. But the parties of the centre-right had submitted a resolution to parliament, backed by the prime minister's speech seeking his resignation. The resolution was backed by the Marxist party.

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British Petroleum's management has cultivated a reputation for grasping nettle. Yesterday's announcement of plans to close or sell three uneconomic refineries was no exception. The industry suffers from excess capacity, much of it foolishly added during the Gulf war when refining margins shot up.

With margins now water-thin, especially in Europe, inefficient refineries are losing money. BP's three refineries are not generating sufficient cash to pay for maintenance capital expenditure. Though the immediate \$1.1bn balance sheet hit is painful, the impact on BP's profitability will be significant. Analysts estimate losses of up to \$300m could be eliminated.

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Chile's pension reform, introduced in 1982, has long been held up as a model of how to move from state-funded pensions to a privately financed system. The fact that the country's private pension funds made their first losses last year is therefore embarrassing. But it does not undermine the system as a whole.

The losses - a 2.5 per cent decline in real terms - are largely due to the fact that the funds had 40 per cent of their assets tied up in electricity shares. Unfortunately, that sector was hammered in 1995 as Chile's two main generators raced to build pipelines across the Andes, raising fears of overcapacity. The wider stock market's flat performance did not help. Nor did higher interest rates, which cut into the value of fixed-interest holdings.

This does expose the risk of not diversifying pension portfolios, but so far fund managers have had little choice. Investment restrictions have largely limited the funds to domestic bonds and equities, although this is being gradually relaxed. However, fund managers must repay contributions if they badly under-perform their peers, so investment strategies tend to

experience, to bolster his forces against a newly aggressive opposition.

Mr Seizoku Kaiyama, an LDP veteran who refused the offer of finance minister, becomes chief cabinet secretary, which brings with it the tasks of government spokesman and co-ordinator with the bureaucracy and opposition. A skilled strategist, he will take the lead in fending off attacks from the opposition leader.

The foreign ministry goes to Mr Yukihiko Ikeda, a former director-general of the defence agency, Japan's equivalent of a defence minister. He is seen as a defender of relations with the US and shares Mr Hashimoto's preference for a stronger military.

The new minister of international trade and industry by - Mr Hashimoto's post in the last government - is Mr Shunpei Tsukihara, a former labour minister and a leading candidate for Mr Hashimoto in last September's LDP leadership election.

poorly performing services account should also be improved with efforts to boost tourism and reduce the outlay on education. Foreign universities were to be encouraged to set up colleges inside Malaysia along a pattern already established by Thailand.

Economists said further monetary tightening looked inevitable. Reserves have slipped to some four months of imports from around eight months a year ago. The payments deficit may also become harder to finance if foreign investment slows, especially since many early investors are now realising profits home.

Malaysian interest rates have risen over the past 18 months with three-month interbank money standing around 6 1/2 per cent compared with a trough of 4 1/2 per cent in mid-1994.

He added that Malaysia's

say it cannot be brought down without further efforts to lower growth, control credit and curb consumer consumption. However, Dr Mahathir was adamant that Malaysia's economy was not overheating. "Fiddling with interest rates and exchange rates are not the solution," he said.

Low growth could make developing countries dependent on aid and prey to social instability. Instead Malaysia would encourage companies to tap foreign markets in an export drive aimed at maximising the benefit from economies of scale, he said.

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Ministers were last night shocked by the scale of her criticism of the current administration. With the government's majority expected to fall to one after two imminent by-elections, party managers are desperate to keep open dissent to a minimum.

However, Mr John Redwood, the backbench leader of the Eurosceptic right who was praised by Lady Thatcher for his opposition to a single currency, said he was sure she was not motivated by

"malice". He said she was obliged to discuss domestic political issues, given her agreement to give the speech honouring the late Lord Joseph.

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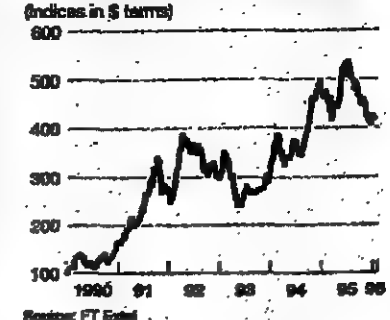
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## Refining strategy

THE LEX COLUMN

FT-SE Eurotrack 200: 1584.5 (-0.2)

IGPA General relative to the FT/SE World (Indices in \$ terms)



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depends out of cash flow. Lomrho should proceed rapidly with stage two - splitting off the remaining hotel, African trading and sugar businesses. On current asset valuations, Lomrho looks fairly valued. But separate trading and hotels businesses should benefit from greater management attention and possibly takeover speculation. Lomrho has the opportunity to deliver much more to its shareholders.

### Trafalgar House

Trafalgar House's embattled investors may have yet another reason to feel aggrieved. The company's proposed sale of Ideal Homes to Persimmon has sparked a row with Beazer Homes, which was itself interested in buying Trafalgar's housebuilding operations. Beazer is outraged that Trafalgar has granted Persimmon a period of exclusivity to negotiate a deal. It is suggesting it might have been prepared to top Persimmon's offer, known to include a premium to Ideal Homes' \$15m book value.

Clearly the value of this deal, like most of its kind, will be more than a headline price. Beazer, for example, has said it would be prepared to make an attractive offer for any tax losses. Persimmon may indeed be offering a better overall package. But it is difficult to see what would have been lost by encouraging the two interested parties - and any others - to bid up the price for Ideal Homes. Of course, there is a danger that by putting any business up for auction a company may create the impression of being a forced seller. But Trafalgar has been expected to sell Ideal Homes for some time. Indeed, given its own cash-flow problems Trafalgar needs as much money as it can get.

Who is going to bear the pain from British Gas's unprofitable "take-or-pay" contracts, which commit the company to buying vast quantities of gas at substantially more than the current market price? There are three candidates: producers, consumers or British Gas. The company's proposals to government, though elaborate in detail, fit into two of these three categories. No prizes for guessing that the one candidate not expected to bear the pain is the British Gas supply business itself.

Stages one of the process will do least for its shares. By demerging its mining division, Lomrho plans to create a listed holding company for assets which are already listed companies. Lomrho could not pass on much debt to the demerged businesses. And the mining house would probably suffer the 16 per cent or so discount to net asset value of its peers. However, it would succeed in separating its less cash generative business into a low-dividend paying entity. This would leave the rest of Lomrho more highly geared, but better able to pay its divi-

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## Thatcher speech reignites Conservative party disunity

By Robert Peston, Political Editor

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public expenditure, she added that the government was unpopular because it had "gone too far towards increasing government spending, borrowing and taxation".

She also provided ammunition to the Tories' Eurosceptic right wing by reiterating her demand that the government should rule out sterling's participation in a single European currency.

Ministers were last night shocked by the scale of her criticism of the current administration. With the government's majority expected to fall to one after two imminent by-elections, party managers are desperate to keep open dissent to a minimum.

However, Mr John Redwood, the backbench leader of the Eurosceptic right who was praised by Lady Thatcher for his opposition to a single currency, said he was sure she was not motivated by

"malice". He said she was obliged to discuss domestic political issues, given her agreement to give the speech honouring the late Lord Joseph.

Close friends and advisers of Lady Thatcher said her aim had been to be supportive of Mr Major and attack the opposition Labour party. However right wing Tory MPs contrasted her vision of a low spending, Eurosceptic government with what one described as the "muddle we get from Major".

However, she rejected the view of some Eurosceptics that "the only hope for the Conservative party is a period in opposition", during which left wing MPs would be purged.

She made no attempt to disguise her belief that the prime minister must come off the fence on a single currency and oppose sterling's membership.

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## IN BRIEF

JP Morgan rises  
sharply to \$366m

J.P. Morgan's move into the investment banking business continued on track in the final months of last year as the New York-based bank reported a further jump in income from securities underwriting and merger advisory work. Its after-tax profits for the period climbed to \$366m, or \$1.80 a share, from a depressed \$193m, or 96 cents, a year before. Page 23

## Prince - artist formerly working for Warner

Prince (left), the pop-star widely known for having changed his name to an unpronounceable squiggle, announced he was breaking with Warner Bros Records of the US, blaming corporate turmoil for his decision. A statement from the singer-guitarist, who has been with the Time Warner music subsidiary for almost 20 years, said the "unstable and ever-changing management structure had made it impossible for the company to effectively market and promote its flagship artists". He said he was prepared to deliver three more albums under the Prince tag and thus fulfil his contract. Page 33

**Lyonnais predicts profits fall for 1995**  
Lyonnais des Eaux, the French water and utility group, warned its large stakes in Ego, the French energy and heating company, and Brochier, the German construction and pipe group, would drag its 1995 net profits below their FF1.06bn (\$215m) level in 1994. Page 22

**KLM takes 26% stake in Kenya Airways**  
KLM, the Dutch national carrier, is to pay \$25m to acquire a 26 per cent stake in Kenya Airways. The deal, first signalled last month as the two parties went into detailed negotiations, is the flagship of the east African government's three-year privatisation and reform programme. Page 23

**UK building society to convert to bank**  
Woolwich Building Society, the UK's third largest, said it planned to become a bank and use its new status as a public limited company to make acquisitions. The decision should lead to the distribution of free shares to up to 3.5m qualifying savers and borrowers at the time of flotation, which is due to take place in late 1997. Page 24

**Gold shares enjoy mixed fortunes**  
There were mixed fortunes for gold-related stocks as gold futures rose to \$400 per troy ounce in New York. In Tokyo and Manila, the recent rise in gold markets lifted mining stocks, while Johannesburg's gold shares shot up to a 13-month high on the back of the former bullion price. However, gold stocks fell in Toronto as investors took profits. Back Page

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## Chief price changes yesterday

FRANKFURT (DM)					
AG Ind & Werk	26.1	-	2.4		
Alco Pst	67.2	-	26		
OLW	22.1	-	5		
CDH	22.5	-	11.5		
Hertz	291	-	5.5		
MS Deutsche	275.5	-	8		
NEW YORK (\$)					
Alcoa	36 1/4	-	2 1/4		
Amgen	50	-	2 1/4		
Boeing	52 1/2	-	3 1/4		
Delta	16 1/4	-	1 1/4		
Dow Chem	22 1/4	-	2 1/4		
Exxon	19 1/2	-	1 1/4		
General Electric	40 1/4	-	2 1/4		
IBM	148	-	14 1/4		
Johnson & Johnson	190	-	10		
Merck	300 1/4	-	30 1/4		
Microsoft	78 1/2	-	37		
Yield					
3-month	5 1/4	-	1/4		
6-month	5 1/4	-	1/4		
9-month	5 1/4	-	1/4		
12-month	5 1/4	-	1/4		
10-year	5 1/4	-	1/4		
30-year	5 1/4	-	1/4		
100-year	5 1/4	-	1/4		
10-year	5 1/4	-	1/4		
30-year	5 1/4	-	1/4		
100-year	5 1/4	-	1/4		
10-year	5 1/4	-	1/4		
30-year	5 1/4	-	1/4		
100-year	5 1/4	-	1/4		

## BP to shed refineries and cut capacity

By Robert Corzine in London

British Petroleum is to sell two refineries and close another as part of a restructuring which will cut 30 per cent of its worldwide refining capacity. The company is to take a \$1.1bn charge in its results for the fourth quarter of 1995 to cover the costs of planned sales of its refineries at Lima in the US state of Ohio, and Lavera, France, and the closure of the Pernis section of the Nardoo refinery in Rotterdam, The Netherlands.

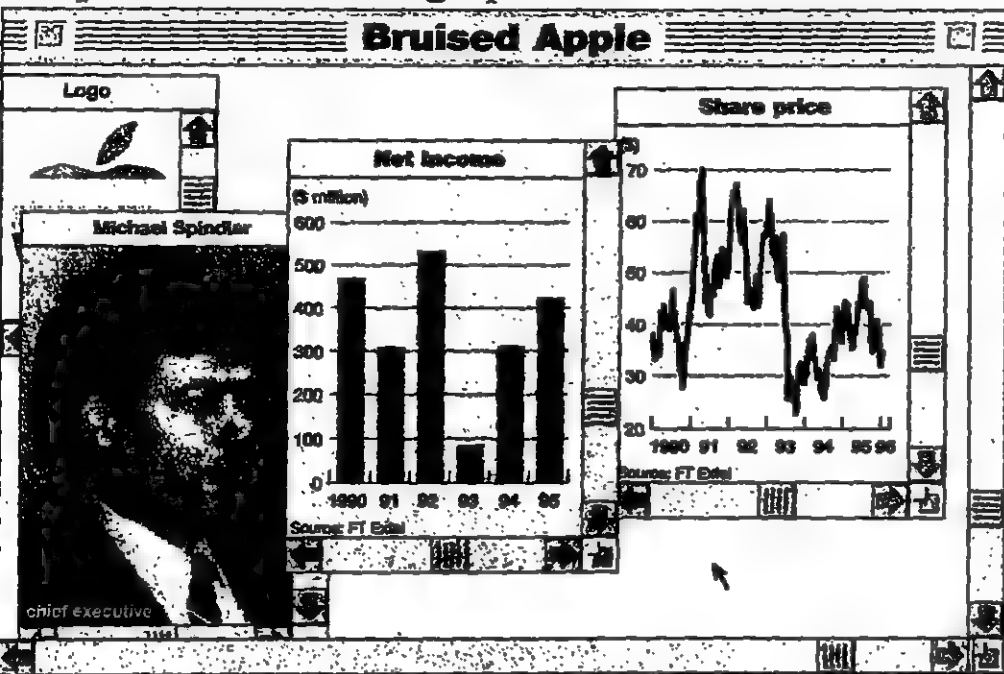
The rationalisation will not affect BP's UK operations. Mr John Browne, BP's chief executive, said overcapacity in the sector and thin refining margins in most of the world meant "only a few companies can make a decent return in the industry". He said BP had no intention of quitting refining. Yesterday's move would allow the company to concentrate on those refineries which could be "among the most competitive in the regions in which they operate". The company began the restructuring

last November with the sale of its Marcus Hook refinery in the US to Tosco, the US refining group, for \$225m. BP took a charge of \$386m in its third-quarter last year to cover book value losses and potential environmental liabilities at Marcus Hook. Although BP's share price closed last night at 520 1/2p, 13 1/2p down, analysts generally welcomed the decision, which some said might prompt other large integrated oil companies to embark on similar rationalisations. "Other companies face the same

dilemma as BP, and this should make it easier for them to take the same action," said Mr Jeremy Hudson, energy analyst at brokers Salomon Brothers in London. Mr Browne said no buyers had been lined up for either of the refineries to be sold. BP would prefer outright sales, but would consider joint ventures or other co-operative proposals. The closure of the two "was an option" if buyers failed to materialise, said Mr Browne. Further refinery rationalisation was also possible, although "I don't expect further moves on this

scale". BP's refining capacity will be cut from 2m barrels a day to 1.4m b.d. That is 400,000 b/d less than its sales. BP will make up the difference by buying on international wholesale markets. Mr Browne said six of BP's remaining refineries already met the company's new criteria that they should be in "the top 25 per cent in efficiency and profitability" in their region. More money would be invested in five others to bring them up to the same position, he added. An exercise in self-help, Page 18; Lex, Page 20

## PC pioneer is reviewing operations as deficit looms

Apple left with  
few options as  
strategy turns sour

Apple Computer is headed for a bruising fall. The personal computer industry expects heavy losses for the Christmas quarter and is preparing cuts and management changes. Faced with severe price competition, particularly in the US and Japan, and the rising popularity of rival PC products based on Intel microprocessor chips and Microsoft Windows software, the 20-year-old company has been forced to slash prices. The strategy, developed by Mr Michael Spindler, who took over as chief executive of Apple in 1983, has been aimed at lifting Apple's 9 per cent market share towards an ambitious target of 20 per cent. That strategy appears to have failed.

Apple announced on Wednesday that it anticipated an after-tax loss of about \$98m for the first fiscal quarter ended December 29. Restructuring charges, as yet unspecified, as well as an \$80m write-down of the value of its inventories, will make Apple's net losses for the quarter much deeper. Apple said it was undertaking a "thorough review" of its operations. Analysts expect this to result in lay-offs of up to 2,000 employees - nearly 15 per cent of the workforce - and the possible sale or closure of some of the company's operations. The expected loss has heightened speculation about a merger or takeover. Following the departure over the past few months of Apple's chief financial officer and top marketing executive, the company this week announced the resignations of two more senior executives. Ms Barbara Krause, vice-president of communications, and Mr Keith Fox, vice-president in charge of the home computer division. The role of Mr Spindler is in the balance, say industry analysts.

Apple's core problem is that its research and development costs are higher than its competitors because its Macintosh computers are based on proprietary hardware and software technologies. Until last year, Apple was able to charge premium prices for these computers because they boasted superior "ease of use" features. Advances in Microsoft's Windows software, and the introduction of Windows 95 last August, have narrowed Apple's technology advantage and forced the company to compete on price. In the US, Apple slashed its Macintosh prices shortly before Christmas to generate higher sales growth. In Japan, where competition has been particularly fierce, Apple has been selling some of its Macintosh PC models below cost, the company acknowledged. "Apple's operating strategy is now in real trouble," said Mr Tim Bajarin, president of Creative Strategies Research International of San Jose, California, an industry consulting group. Gross profit margins, as a percentage of sales, have fallen from 28.7 per cent a year ago to only about 15 per cent in the latest quarter, the company said. "Apple can no longer afford to participate in the low end of the PC market where profit margins are very thin," said Mr Bajarin. He predicts Apple will withdraw from the "entry level" PC market for low-cost computers and will concentrate on higher performance machines that carry a bigger profit margin. "I expect some strong statements from Apple about which segments of the PC market it plans to pursue," when the company announces its first-quarter results next week, he said.

Apple appears destined to become a niche player in the PC industry, focusing on specific segments such as publishing and the arts where it has performed well. Even a partial withdrawal from US consumer PCs could have serious consequences. Apple risks damaging the fierce loyalty of its customers, and losing the support of third-party software developers who create application programs for PCs. Yet Apple has few options. Moves to license Macintosh technology to other computer manufacturers, to expand the market for Macintosh applications and to create a revenue stream from royalties, have met with limited success. Mr Bajarin says Apple hung on to its proprietary technology for too long and then did "too little, too late".

As Apple narrows its focus to specific segments of the PC market, opportunities for broader licensing agreements may emerge, industry analysts said. Meanwhile, rumours of an Apple takeover or merger persist as the company's share price declines. While Oracle is the only company to have expressed an interest in Apple, other companies mentioned as potential partners include International Business Machines, Motorola, Sun Microsystems, and Sony of Japan. However, most analysts believe that it would still cost about \$12bn to acquire Apple - a figure which looks high given the scale of Apple's problems - and it appears that Apple has missed opportunities to find a buyer.

Louise Kehoe and Paul Taylor

Lonrho plans demerger of  
mines into \$1.5bn operation

By David Wighton in London

Lonrho, the mining and trading group built up by its former chief executive Mr Tiny Rowland, yesterday announced plans to demerge its mining interests into a new quoted company valued at more than \$1bn (\$1.5bn). The group reported higher-than-expected full-year profits of \$151m, up 40 per cent, before exceptional items. The shares rose 5 1/2p to 192 1/2p valuing the group at \$1.5bn. Mr Dieter Bock, the German financier who ousted Mr Rowland last year, said Lonrho's conglomerate structure meant the value of its assets was not properly reflected in its share price. "This accordingly reduces our ability to develop those businesses."

He described the mining demerger as a first step and while he stressed no decisions had been made about other parts of the group, analysts believe Lonrho will sell its hotels and hives off its African trading

operations into a separate company. Lonrho's mining assets include a 41 per cent stake in Ashanti Goldfields, the quoted Ghanaian-based gold miner, and platinum interests in South Africa which it has agreed to put into a quoted joint venture with Cenacor, the South African mining group. Lonrho also owns Duker, a South African coal mining company, and is the leading gold miner in Zimbabwe. Apart from the small Zimbabwe operation, all the assets are separately quoted companies with Lonrho's stakes valued at just over \$1bn. The mining interests made profits of \$28m last year before exceptionalities and tax and before minorities of \$11m, compared with \$72m in the previous year. The demerger will not take place until the summer at the earliest, not least because Lonrho is awaiting clearance from the European Commission for the platinum joint venture. Some analysts said Lonrho might sell

the mining interests if it received an attractive offer from the likes of Anglo American, the South African mining group which is thought to be interested. Assuming the demerger goes ahead it will take the form of a liquidation and reconstruction which would be tax-free with no costs other than professional fees. Lonrho's investors will receive shares in the mining operation and new shares in the remaining group with the existing shares rendered valueless. Mr Bock said no final decisions have been made on management or the allocation of Lonrho's \$550m of central debt between the two companies. But it is expected the mining company will be headed by Mr Terence Wilkinson, who is responsible for Lonrho's mining operations in South Africa, Namibia and Zimbabwe, under a non-executive chairman recruited from outside the group. Mr Bock is likely to have a seat on the board but devote most of his time to the remaining group.

## Orange aims to float in March

By Bernard Gray and Christopher Price in London

Orange, the digital mobile phone network, is to be floated in London and New York in March, provided there is not a slump in world equity prices in the next few weeks. The company is expected to be valued at around \$2.5bn (\$3.4bn). Orange's two owners, Hutchison Whampoa, the Hong Kong conglomerate, and British Aerospace, intend to sell 25 per cent of their shareholdings in the offer. Hutchison's stake will fall from 68.5 per cent to around 51 per cent and BAE's interest will fall from 31.5 per cent to about 24 per cent. No new funds will be raised in

the flotation, which is being organised by Dresner Kleinwort Benson and Goldman Sachs. However, with 25 per cent of the existing shares available to outside investors, the company should be eligible to join the FT-SE 100 index of leading companies on the UK stock market. Orange's board is also being reconstituted, bringing in senior non-executive directors. Presentations to UK analysts and investors are likely from mid-February and a roadshow is being booked. The listing will capitalise on the positive sentiment surrounding Orange, which is Britain's fastest growing mobile network operator. Analysts' expectations by attract-

ing 50,000 new subscribers in December. Orange refinanced \$1.2bn of debt at the end of 1995, repaying loans made by the shareholders to finance the roll-out of its network, in preparation for the sale. The original shareholders had around half of their investment repaid in the debt refinancing, and the flotation will effectively repay the other half, leaving both companies with their reduced shareholdings effectively at zero cost. BAE has invested about \$200m in Orange so far, received \$140m from the refinancing, and is likely to receive about \$180m from reducing its stake. Hutchison will receive about twice that amount.

Barney's files for Chapter 11  
as dispute with Isetan grows

By Tony Jackson in New York

Barney's, the up-market New York fashion retailer, has filed for Chapter 11 bankruptcy amid an acrimonious dispute with its Japanese partner Isetan, the retail group. The company said it planned legal action against Isetan for withdrawing \$50m from the companies' joint business. Barney's difficulties represent the latest example of problematic Japanese investments in the US. Isetan, which said it had invested or lent \$61.6m (\$88m) in the privately-owned Barney's, formed a partnership with the New York company in 1989 to help its ambitious expansion plans in the US and Asia. These included a store on New York's Madison Avenue, completed in 1993 at a cost of about \$185m, and stores in Tokyo and Beverly Hills.

Isetan said yesterday that Barney's had stopped payments on its loans in March last year. It also claimed it had learnt in November that Barney's had been heavily loss-making, contrary to its previous claims. It was reported yesterday that Chemical Bank, which raised \$40m of private finance for Barney's in 1994, would provide \$100m to support the business through its Chapter 11 reorganisation. Barney's and Chemical were unavailable for comment. Barney's is headed by Mr Gene Pressman and Mr Robert Pressman, who were appointed joint chairmen a year ago. Their grandfather, Mr Barney Pressman, founder of the business, died in 1991. The joint venture with Isetan was aimed at opening stores in Japan and Asia, as well as adding 90 outlets in the US to Barney's two stores in Manhattan

over a space of five years. Speculation of difficulties at Barney's have surfaced before, due to reports of late payments to suppliers and contractors. Two years ago, the company released financial data for the first time to dispel fears, showing a net profit of \$6.9m on sales of \$150m for the last five months of 1993. Yesterday, the company was reported as saying that sales in the same period of 1995 had been up 12 per cent on the year before, and its gross margin had improved. The company said it planned to submit a reorganisation plan which would repay 100 per cent of its obligations to banks and creditors. In the US, a company can file for protection under Chapter 11 of the country's bankruptcy laws. The company continues to operate under existing management while working with creditors to reorganise the business.

Financing corporate change

This announcement appears as a matter of record only

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## INTERNATIONAL COMPANIES AND FINANCE

## EUROPEAN NEWS DIGEST

## Investment for Greek gold plant

TVX Hellas, a subsidiary of Canada's TVX Gold, is investing \$150m to build a gold extraction plant at Kassandra Mines, the northern Greek base metals producer. Government officials said it would be the largest foreign investment in Greece for more than a decade. The deal also marks the first large privatisation to be completed in Greece for more than two years.

TVX Hellas acquired Kassandra, a state-owned facility in liquidation, for Dr11.2bn (\$47m) after negotiations with the industry ministry, which runs the government's privatisation programme. The company will make a down payment of Dr4.5bn with the remainder to be paid in equal annual instalments over the next five years, plus interest.

Kassandra's assets include three mines producing lead, zinc and silver, milling facilities and a ship-loading installation. During 20 years of mining operations, Kassandra also built up a 200,000-tonne stockpile of gold-bearing pyrite with a gold content of about 25 grams a tonne - equivalent to about 145,000 ounces of gold.

Kassandra has ore reserves estimated at 14m tonnes with a grade of 6 grams a tonne of gold. The Greek government is expected to provide up to \$80m towards TVX Hellas's total investment of \$204m over the next three years. The extraction plant will produce 190,000 ounces of gold equivalent in the first year of operation.

*Karin Hope, Athens*

## Italian bankers join Ina board

The chairman of three Italian banks have joined the board of Ina, the Italian insurer, after taking just under 10 per cent of the company's shares in the second stage of its privatisation last year. Shareholders appointed Mr Luigi Arcuti, chairman of Imi, Mr Gianni Zandano, chairman of San Paolo di Torino, and Mr Sandro Molinari, chairman of Cariplo di Milano, to the board. They also joined the executive committee. Mr Sergio Siglienti was reconfirmed as chairman of the group for the three years.

*Andrew Hill, Milan*

## RWE enters telecoms link-up

RWE, the industrial conglomerate built around Germany's biggest utility, has signed contracts with two other utilities, VEW and VEWAG, to pool their various telecoms activities. The three companies will link their electricity grids and adapt them to carry telecoms services. VEW supplies electricity in north-western Germany while VEWAG is the utility covering most of eastern Germany. Talks are continuing to bring the other utilities into the new venture.

*Michael Lindemann, Bonn*

## Setback for Veba

Veba, the German industrial conglomerate, yesterday suffered a setback in its efforts to branch out into telecoms when it emerged the group was no longer in the running for a 49.9 per cent stake in DBKcom, the telecoms subsidiary of the federal railway network, Deutsche Bahn.

*Michael Lindemann*

## Norwegian bank stake for sale

Norway's Government Bank Investment Fund, which holds the state's extensive bank shareholdings, signalled it would sell its 41 per cent stake in Union Bank of Norway - presently worth Nkr1.6bn (\$280m) - within three months. The fund planned to sell its 10m primary capital certificates in the bank, the country's largest savings bank with assets of about Nkr100bn. The bank was the only large banking institution to survive the loan-loss crisis of the early 1990s without requiring a state bail out. But the government fund bought its stake through an issue of convertible bonds as part of its general measures to bolster the banking system. Kleinwort Benson has been appointed global co-ordinator for the issue.

*Elugh Carnegie, Stockholm*

SAP, the German software group, said three of its founder shareholders had transferred a 38.11 per cent of their holdings into three non-profit foundations and a trust to maintain the company's independence. The four institutions intend to reach an agreement to have a consensus voting right.

*AFX News, Walldorf*

Cofir, the Spanish company, confirmed it had broken off talks to acquire a 60 per cent stake in Telepizza from the company's minority shareholders. Cofir said it did not agree with Telepizza's Pstbn (\$74m) valuation. Telepizza has about 250 owned and franchised outlets.

*AFX News, Madrid*

Accor, the French hotels group, expected to raise about FF1.7bn (\$344m) from the previously announced sale of 17 buildings in the Sofitel chain. The sale should be completed by the end of the first half of 1996, said Accor, confirming a report in Les Echos newspaper.

*AFX News, Paris*

Siemens, the German electronics group, would propose the issue of up to DM500m (\$247m) in nominal authorised capital at its shareholders meeting on February 22, the company said. It would also propose splitting its stock's nominal value to DM5 from DM50.

*AFX News, Munich*

## LOTHBURY

Lothbury Funding No. 1 PLC

**Class A1 Notes** £144,000,000  
**Class A2 Notes** £150,000,000  
**Class B Notes** £6,000,000

Mortgage Backed Floating Rate Notes due 2031

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 10th January 1996 to 10th April 1996, the Class A1 Notes, Class A2 Notes and Class B Notes will carry an interest rate of 6.7625%, 6.9625% and 7.7625% per annum respectively. The interest payable per £100,000 Note will be £99.50 for the Class A1 Notes, £1,731.11 for the Class A2 Notes and £1,930.02 for the Class B Notes.

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The Interest Accrual Rate and Coupon Amount should be used when determining the interest payable on Thursday, April 11, 1996.

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## Lyonnaise des Eaux warns of profits setback

By David Buchan in Paris

Lyonnaise des Eaux, the French water and utility group, yesterday warned its large stakes in Elyo, the French energy and heating company, and Brochier, the German construction and pipe group, would drag its 1995 net profits below the FF1.05bn level in 1994.

Despite earlier warnings last month of problems in these two companies, the market took the Lyonnaise announce-

ment badly, marking down the group's shares sharply in Paris although they recovered to end nearly 3 per cent down at FF467.50 a share on the day. Analysts were yesterday predicting 1995 net profits in the range of FF900m (\$182.5m).

Lyonnaise said total sales remained "stable" last year in line with its FF28.95bn turnover in 1994. The group forecast an improvement this year, particularly in its service sector abroad where Lyonnaise has just acquired North-

brian Water in the UK.

Elyo, in which Lyonnaise has a 56 per cent controlling stake, is a FF100m-a-year French business in management and maintenance of buildings, provision of heating equipment and waste incineration, and gas and electricity distribution. It has suffered from last year's warm weather and from the continued French property market slump. Elyo, which made a FF383m operating profit in 1994 (of which a net FF110m profit was for

Lyonnaise) consequently fell into loss last year.

The group's other problem is its \$8.8 per cent stake in Brochier, which in the generally unpromising climate for the construction sector over-

reached itself by fast expansion in eastern Germany.

At very least, Lyonnaise is expected to have to write off FF100m of the goodwill it paid for in its initial 1993 purchase of 25 per cent of Brochier, subsequently increased. At worst, Lyonnaise might pull out of

## Debt fund planned for central and east Europe

By John Thornhill in Moscow

International investors should be able to access some of the highest yielding government paper in the world through a specialist fund being created by the Templeton Fund management group. The company aims to raise \$300m to purchase central and eastern European government debt instruments.

The fund, which is being marketed later this month, promises to give institutional investors direct exposure to the region's debt markets which are potentially highly lucrative but are thick with administrative obstacles and political and currency risks.

Managed from Edinburgh but incorporated in Luxembourg, the fund would invest in government securities markets throughout eastern and central Europe, which are expanding quickly as the region's governments seek more sophisticated ways of financing their budgetary needs. The fund is likely to be open-ended but shareholders could redeem their investments every six months.

The Russian central bank is also considering allowing foreigners greater direct access to the Russian Treasury bill (GKO) market. In an interview with the Russian Expert magazine, Mr Anatoly Chubais, the first deputy prime minister and standard bearer of economic reform, forecast the government could raise an additional \$2bn-\$3bn in the next six months if the GKO market were liberalised.

Foreign investors have been clamouring to gain access to the GKO market, which currently offers annualised yields of more than 85 per cent in ruble terms.

The Russian government's success in holding the ruble steady against the US dollar since last summer has reduced the perceived currency risk and increased GKO yields in hard currency terms.

Foreign investors are allowed to buy 10 per cent of the primary issue of GKO but there are restrictions on repatriating profits. Some investment banks have constructed "synthetic" investments, giving investors exposure to GKO yields without holding the instruments.

The Templeton fund may try to skirt the restrictions by buying as much as \$30m of GKO through a Russian partner company, likely to be Vneshtorgbank, Russia's second largest bank in terms of assets.

Many Russian banks are opposed to an opening up of the GKO market which would have the effect of driving down yields.

The central bank has used the GKO market to inject liquidity into the banking system after the temporary paralysis of the inter-bank lending market last year.

Although the current returns on GKO are high, the risks are also considerable. The prospects of a communist candidate winning the presidential elections in June could undermine the ruble. Mr Chubais put the odds on a communist victory at 40:50.

Templeton has been one of the most active investment funds in eastern Europe.

## Saab car sales rise falls short of target

By Hugh Carnegie in Stockholm

Saab Automobile, the struggling Swedish carmaker managed and half-owned by General Motors, achieved an 11 per cent increase in car sales last year, but the total fell slightly short of earlier-stated targets and the company said the increase had come at the cost of lower margins.

Saab said it had sold 96,700 cars in 1995, up from 88,700 in 1994 and the highest level since 1969 when GM bought a 50 per cent stake in the company to become co-owner with Sweden's Wallenberg empire. Saab had hoped early in 1995 that it would top 100,000 sales.

But 1995 proved tougher than Saab had anticipated. After achieving its first annual profit in 1994 for six years, the company slipped to a loss of SKr222m (\$48.53m) in the third quarter of last year, forcing it into the red for the whole of the first nine months.

No new financial figures were available yesterday. Mr Keith Butler-Wheelhouse, chief executive, said Saab had achieved its primary target of a substantial increase in sales, including an 18 per cent rise in the US, the company's biggest market.

But he added it came "at the expense of increased marketing costs, due to an overall weaker market situation in Saab's most important markets".



Keith Butler-Wheelhouse: Saab had achieved primary target of substantial sales increase

Discounting and other measures to stimulate sales of its 9000 and 900 models helped Saab raise sales in the US from 21,521 to 25,454. In the UK, the second-biggest export market, there was a 34 per cent increase from 9,239 to 12,584 cars. But the measures taken to secure these increases hit

margins, the company said. Saab said it had experienced a good start to this year in the US, the UK and Italy - an increasingly important market.

The lapses back into losses last year prompted Investor, the Wallenberg company which is GM's co-owner in Saab, to voice public worries

about Saab's ability to sustain acceptable long-term profit levels. It said it was discussing the company's future with GM.

But GM reiterated its commitment to Saab, which it says it still intends to fill the role of providing luxury premium models not available from other GM operators.

## Shareholders to restructure Cap Gemini

By Andrew Jack in Paris and Judy Dempsey in Berlin

The leading shareholders in Cap Gemini Societ, the large France-based computer consultancy business, yesterday announced a FF2.1bn (\$425m) refinancing and a new structure designed to clear up questions hovering over the ownership of the group.

Debt, the financial services and mobile communications division of Daimler-Benz of Germany, which had an option to take control of the group at the end of this month, will instead reduce its stake from

34 per cent to below 25 per cent.

At the same time, it will convert FF900m of the FF1.2bn it held in warrants issued by Cap Gemini into equity, sharply cutting the high level of debt held by the group.

The remaining injections came through a FF900m contribution from CGIP, the French holding company, which reduces its stake to under 25 per cent, and Mr Serge Kampf, the founder of Societ in 1967, who provides FF300m and will, along with managers, hold 20 per cent.

A new company called CGS will be formed through the restructuring, through the merger of Cap Gemini Societ with Societ SA, which currently controls 61.5 per cent of the shares.

About 30 per cent of the shares in the new group - compared with 51.8 per cent currently held in Cap Gemini Societ - will be publicly held. Mr Kampf, 60, chairman and chief executive, said the decision was partly taken to ensure the group had "a more solid and durable shareholder than me" in the future.

The new structure of the group will lead to a more efficient and leaner organisation, Mr Juregen Schrempf, chairman of Daimler-Benz, said yesterday.

Debt, which is based in Berlin, first took a stake of 34 per cent in Cap Gemini Societ in 1991, and it had the option of increasing its ownership to 51 per cent at the end of January. But until now it has had to carry losses of about DM100m.

In 1994, Debt reported a rise in profits, from DM85m the previous year to DM165m, while sales surged, rising 14 per cent to DM10.8bn over the same period.

## S&amp;P criticises Poland's bank consolidation strategy

By Anthony Robinson

The Polish government's new bank consolidation and privatisation strategy "would not significantly enhance the creditworthiness" of the two main banks involved, or be sufficient to propel either into the investment-grade range for Borsizy denominated obligations, according to Standard & Poor's, the international credit rating agency.

In the short term, the consolidation plans could increase credit risks, because of a difficult integration process and the nature of the enlarged loan portfolios. Longer term, however, both Polska and Ogiecka SA (Pekao) and Bank

Handlowy, the two state-owned specialised banks chosen to incorporate smaller state-owned banks before privatisation, should benefit from greater diversity and a stronger market share, it said.

Earlier bank privatisation strategies, which called for the gradual sell-off of nine commercial banks hived off from

the central bank in 1993, have been expensive and time consuming, persuading the government to change tack.

Under the new strategy, announced late last year, Pekao will combine with Bank Gospodarczy and Kredytowy, Powstachny Bank Gospodarczy and Polski Bank Rozwoju (PBR), while Handlowy will join

forces with Pomorski Bank and Bank Przemyslowo-Handlowy (BPH). Existing shareholders of the partially privatised BPH and BPH have objected to being forced into an unwanted marriage. Standard & Poor's caution that objections from shareholders and from the regional banks' managers "could still scuttle the deal".

## Transfusion of fresh blood for the Wallenberg empire

Mr Berthold Lindqvist, chief executive of the Swedish medical technology company Gambro, is about to be swallowed by the Wallenberg empire, Europe's most powerful industrial dynasty. He is not exactly brimming with enthusiasm about the prospect.

Mr Lindqvist said the bid by Incentive, a key Wallenberg holding company, to complete the full takeover of Gambro would be "neutral" on the target company.

Speaking from Gambro's headquarters in the southern university town of Lund, he said he especially regretted the end of Gambro's life as a bourse-listed company.

Gambro, which is the world's leading group in renal care, is set to make its first - and last - appearance in this year's FT500 as its share price has strengthened steadily. "The investment community had a very positive view of Gambro and that created a lot of commitment," he said.

Gambro is now set to have for incentive - which is committed to putting its financial and industrial clout behind the company's expansion strategy.

From Incentive's point of view, the full acquisition of Gambro is an important strategic turning point: to date a widely diversified conglomerate of second-line Wallenberg industrial holdings, Incentive now intends to remodel itself as a high-growth group with medical technology its core business.

"They have said they will sell assets not just to reduce Incentive's debts but also to support Gambro's expansion," says Mr Lindqvist. "They know our plans and they are supporting them," he explained.

So what is the quality of the somewhat reluctant asset? Incentive is now setting as the group's keystone. Founded in the mid-1960s, Gambro has concentrated on blood treatment processes. Its main business has been the production of kidney dialysis equipment. It has an 18 per cent share of a world market which is growing by about 10 per cent a year. It also produces machinery for blood treatment during cardiovascular surgery and equipment which breaks down blood into its different components for transfusion in applications such as cancer treatment.

But in recent years Gambro has made a notable strategic turn by adding healthcare services to its manufacturing operations. The chief operation in this area is the REN chain of dialysis clinics in the US, which Gambro took full control of last year, making it the fourth-largest operator in the field. It also now owns clinics in western and central Europe.

Gambro has doubled its annual turnover in the past five years to about SKr1.5bn (\$1.52bn) through a mixture of organic growth and acquisitions. In the first nine months of last year, pre-tax profits reached SKr349m, a 13 per cent rise over the same period in 1994 and producing a 20.5 per cent return on capital employed. Incentive's bid values the group at more than SKr1.8bn, equivalent to 1.7 times prospective sales and 23 times prospective net earnings.

Mr Lindqvist says he intends to double sales again in the next five years partly through anticipated organic growth of 10 per cent a year, but also through further acquisitions in healthcare services and in cardiovascular equipment. The move into services is something of a pioneering step by Gambro. Its main competitors in dialysis, Baxter of the US and the German group Fresenius, have not to date gone as far down that route. But the

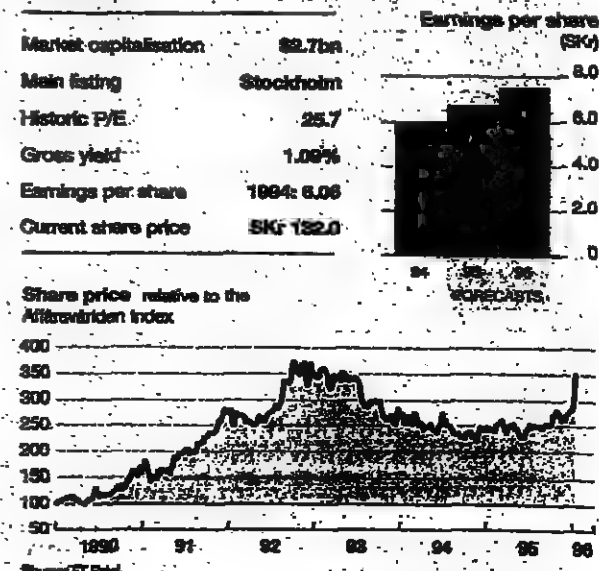
move is not without its critics. "I'm a bit apprehensive," says one London-based analyst, who asked not to be named.

"They have moved in effect into buying up their own customers, which leads to a lot of internal sales and risks upsetting other customers. It hasn't worked in other industries, so why should it work for a healthcare company?" Mr Lindqvist rejects the scepticism. Vertical integration makes sense, he says, because of the total value of annual purchases for the 700,000 dialysis patients worldwide of SKr1.4bn, only SKr40bn is in equipment. "We were only in the SKr40bn segment, but we had the network of contacts throughout the dialysis area. So we started to look at the whole value chain."

Gambro argues that long-term it can get higher margins in the service sector than it can in equipment. To date the operating margin in its clinics operations falls short of the 17 to 18 per cent industry benchmark, but Mr Lindqvist says that has much to do with acquisition costs. "We are convinced the numbers will be there, there is no question about that," he insists.

Over time, the continued dominance of the dialysis equipment division, which still accounts for 65 per cent of turnover, will be balanced by

## COMPANY PROFILE: GAMBRO



faster expansion of other divisions.

Gambro hopes the Incentive bid will go through quickly so that the transition period is as smooth as possible. Although some institutional shareholders are resisting Incentive's intention to pay more to holders of shares with weighted voting rights than to ordinary shareholders, the bid for the minority not yet held by Incentive has not to date met any concerted opposition.

Clearly, Mr Lindqvist regrets the loss of independence. But assuming there are no clashes over strategy, he may come to feel compensated by the record of long-term commitment the Wallenberg sphere has to investments it identifies as core assets.

Hugh Carnegie

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## Warner Bros loses its formerly loyal Prince

By Christopher Parkes  
in Los Angeles

Prince, the pocket-sized pop star widely known for having changed his name to an unpronounceable squiggle, yesterday blamed corporate turmoil for his decision to break his links with Warner Bros Records.

A statement from the apparently ageing singer-guitarist, who has been with the Time Warner group's music subsidiary for almost 20 years, said the "unstable and ever-changing management structure had made it impossible for the company to effectively market and promote its flagship artists."

Numbering "The Artist Formerly Known as Prince" as a member of this flotilla, he said he was prepared to deliver three more albums under the Prince tag and thus fulfil his contract. The inspiringly-titled "Prince: The Vault" in three volumes, has already been recorded, according to his spokesman. After its release he would re-emerge with a new recording, "Emancipation."

Although Warner Bros could not be contacted for comment, the pop-star's spokesman's claim of a dispute dating back 18 months indicated there was more to the planned defection than the sight of blood on the record company's boardroom carpet.

This was spilt in copious quantities only in the latter part of last year, with the sacking of Mr Doug Morris, head of Warner's US record business, followed by the ousting of Mr Michael Fuchs, chief of Warner Music and the Home Box Office television business.

Music industry observers said Prince's anxieties were common among established acts which saw their popularity being eroded by advancing age and upcoming generations of new groups.

Although Prince's latest record, "The Love Symbol Album," has been nominated for a Grammy award, and he is enjoying a successful tour in Japan at present, he has reportedly lost the ability to fill the "big bars" auditoriums in the western world by which music companies measure their stars' pulling power.

Despite his fading charms, the artist is not expected to have great difficulty finding a new recording company. Mr George Michael, the temperamental British rock star, last year split amicably with Sony and immediately fell into the arms of the youngest company in the business: Mr Steven Spielberg's DreamWorks.

## Shandwick in \$40m loan note placement in US

Shandwick, the UK public relations company, yesterday said it had completed its capital restructuring with the raising of 50 per cent of its borrowings through a \$40m private placement of unsecured loan notes in the US and new unsecured bank facilities of £27m (\$41.7m), writes Antonia Sharpe in London.

The loan notes, which pay a fixed rate of 7.75 per cent, have a maturity of eight years. Of the £27m bank facilities, provided by Lloyds, Midland and Fuji, £12m is on a five-year term, £5m is a two-year credit line and £10m is on overdraft.

Shandwick will pay an interest margin of 1.75 per cent more than London interbank or base rates on these facilities, down from 1.875 per cent previously, with further reductions to 1.5 per cent and 1.25 per cent based on interest cover.

## Mergers drive pays off for JP Morgan

By Richard Waters  
in New York

J.P. Morgan's move into the investment banking business continued on track in the final months of last year, as the New York-based bank reported a further jump in income from securities underwriting and merger advisory work.

Together with strong earnings from the world's buoyant bond markets, the advance enabled the bank to report better than expected results for the last quarter of 1995. Its after-tax profits for the period climbed to \$36m, or \$1.80 a

share, from a depressed \$193m, or 96 cents, a year before.

The news helped lift Morgan's shares by \$2 in morning trading in New York, to \$78. The US bank strengthened its foothold in the mergers and acquisitions business, particularly outside the US, with a string of important takeovers in the second half of last year.

These included advising TSB on its sale to Lloyds Bank and Hoechst on its acquisitions of Marion Merrell Dow.

In the US, meanwhile, the bank pulled off one of the more improbable acquisitions of the

year - the purchase by Westinghouse Electric, the struggling industrial conglomerate of CBS, the weakest of three big television network companies.

Corporate finance revenues in the final quarter were \$158m, up 30 per cent on a year before. For the year as a whole, income rose 85 per cent to \$54m.

These increases, however, did not match those of Wall Street's more established investment banks last year. Morgan Stanley and Lehman Brothers each last week reported a jump of around 70

per cent in their underwriting and advisory income during the final three months of the year.

The difference reflects J.P. Morgan's slower start in the US equity markets, particularly where underwriting is concerned. Traditionally, the most profitable business for Wall Street, the booming primary equity market made 1995 a banner year for the small number of investment banks that have a lock on the area.

Profit margins from underwriting bond issues, on the other hand, have come under pressure as a handful of com-

mercial banks have made inroads to the US debt securities markets.

The strong bond markets, meanwhile, pushed trading revenues up to \$369m in the final quarter and nearly \$1.1bn for the year as a whole, up 35 per cent from 1994 - though still far below the \$2.1bn hit in the record year of 1993.

Full-year net income was nearly \$1.3bn, or \$6.42 a share, compared with \$1.2bn, or \$6.02, the year before. That represented a return on capital of 13.6 per cent - stronger than the 12.9 per cent of 1994, but well below 1993's 22.3 per cent.

## Wu to boost rate of Cepa payout

By Simon Holberton  
in Hong Kong

Mr Gordon Wu plans to increase the dividend payout rate of his Consolidated Electric Power Asia subsidiary to about 80 per cent of after-tax profits in a move which is likely to cause disquiet among investors.

Mr Wu denied in an interview that there was anything untoward about the decision.

"Everybody's getting it: the shareholders are fairly treated," he said.

However, a power industry analyst with a US securities firm said: "I hate the idea. It is robbing Peter to pay Paul. Investors buy Cepa because they want to see it grow, not to give the cash back."

The decision to increase the payout rate comes at a time when Hopewell Holdings, Mr Wu's flagship and a 63 per cent

shareholder in Cepa, is raising cash to lower its gearing. Cepa paid out 24 per cent of its after-tax profits in dividends to ordinary shareholders in the year to 30 June 1995. This amounted to HK\$412m (US\$132.3m).

If the higher dividend payout rate were applied to the 1995 year then it would have paid out HK\$471m in dividends, of which HK\$296.7m would have accrued to Hopewell, against the HK\$88.8m actually paid.

Mr Wu also indicated that Cepa planned to increase the amount of "quasi-equity" it raised from external sources to fund Asian power station development. Of the US\$1.8bn raised to finance Tanjung Jati, an Indonesian facility, some US\$424m of quasi-equity was raised. Mr Wu said quasi-equity was similar to debenture stock and ranked before equity in terms of repayment.

## Powerful ambitions at Hopewell

HK group is upbeat about its future prospects, says Simon Holberton

Last year was Gordon Wu's annus horribilis. But Asia's leading infrastructure group, which consists of Hopewell Holdings and its listed subsidiary Consolidated Electric Power Asia (Cepa), has survived.

Mr Wu now hopes that after he and his flagship Hopewell have weathered last year's storm he will be able to navigate into slightly calmer waters this year.

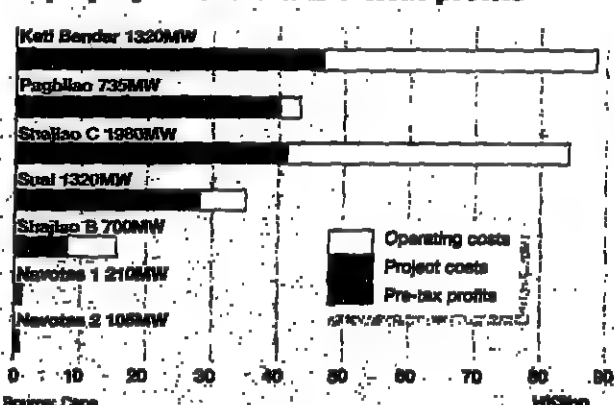
To reduce debt, he plans to spin off the roads and transportation projects that Hopewell owns and is developing into a company to be called Consolidated Real Estate and Transportation Asia. This amounts to a sort of "son of Cepa" for Mr Wu's highways, light rail and property development interests. He says he has already received commitments for HK\$350m (US\$47m) from foreign, mostly Japanese, investors in a projected initial capital raising of HK\$350m.

If 1996 was a tough year for Hopewell, it did not finish well for Cepa either. Two of the company's most important projects - the 700MW coal fired power station at Pagbilao in the Philippines, and the 1,800MW Shajiao C coal fired station in Guangdong - ran into difficulties.

In both cases the problems have threatened bonuses that Cepa would have earned for completing projects early. In the process, Mr Wu's reputation as a savvy independent power producer has been affected.

In an interview, Mr Wu said the problem at Shajiao C had been rectified and the power station had been fully operational since the beginning of this year. But, the six to eight month delay - caused first by vibration in the station's GE-Alstom turbines and then in the same company's generator - has cost Cepa US\$100m in

Cepa project costs & life-term profits



lost revenue. Mr Wu said he would press for some of the lost bonus to be paid back.

The problem at Pagbilao - which was also completed early - is of a different type. Cepa's contract specified that the Philippines National Power Corporation (NPPC) would pay for Pagbilao's electricity as soon as it was ready to go into production.

Production was available in October, but the NPPC's transmission lines were then 12km away. This sparked a dispute but Mr Wu says a solution is in sight. "The dispute can be settled in one of two ways," he says. "Either they can pay more over the life of the contract, or they can extend the life of the contract. They'd like an extension and we want to settle it amicably, we'd like to preserve good will."

This will mean a loss of early completion income, which Ms Pamela Bonille, power industry analyst at Salomon Brothers, the US investment bank, estimates at US\$55m.

Mr Wu says he expects Cepa's 25-year contract to operate Pagbilao to be extended by between two and five years to make up for lost income. He said transmission lines which

would be at the plant by the end of March and Pagbilao, and would start operating soon afterwards would generate revenues of US\$18m a year.

Power industry executives in Asia credit Mr Wu with single-handedly creating the independent power industry in the region. "Cepa has been the pre-eminent power development company in the region," says the head of a US power company in Hong Kong. "It is a wonderful accomplishment given that they weren't even in the power industry."

A European industry executive says he believes it is vital for the power industry in Asia that Mr Wu pulls through his present difficulties. "The biggest problem is the banks," he says. "If they have confidence in someone or something then they will invest. They have that confidence in Gordon Wu. It is critical for the future that banks do not lose confidence in him. If they did, money would dry up overnight for independent power in the region."

Mr Wu betrays no sign of concern about the future. He is optimistic about prospects in the Indian sub-continent, where it appears that a power

station in Keti Bender will be the first project to reach fruition.

"Pakistan is bankable," he says. "The cost is less than Tanjung Jati (his US\$1.8bn Indonesian power station) because we do not have to pay hefty import duties and value-added tax on equipment. Pakistan is friendly to foreign investors - we have a 30-year tax holiday - and we will probably do it for US\$1.5bn."

He is similarly upbeat about India and says he is looking at projects in Bangladesh. This reflects his close association with the International Finance Corporation, the commercial arm of the World Bank, which encouraged him to look at power projects in Asia when China closed its door to foreign participation in its power industry.

Mr Wu did the last foreign funded power station deal in China - Shajiao C - and some industry observers suggest that part of China's reluctance since to sanction foreign ownership is because Mr Wu bragged about the returns he earned.

"I think this is a case where the success of some foreign investors gave some people the wrong ideas," he says. "We (China) think [foreign investment] is a zero sum game. They think they can do it themselves. What they don't realise is if they get it wrong they bear 100 per cent of the losses."

Mr Wu is no stranger to controversy. His decision to raise Cepa's dividend payout is likely to be regarded by analysts as his way of putting Cepa's cash into Hopewell. Mr Wu says he thinks a dividend payout of about 80 per cent of post-tax profits is reasonable and will not constrain the company from pursuing future developments.

## Grupo Carso plans to split stock into two groups

By Daniel Dombey  
in Mexico City

Grupo Carso, the Mexican holding company which has active control of the country's telecommunications group Telefonos de Mexico (Telcel) and shares in a range of industrial and retail concerns, plans to split its stock into two separate companies.

The proposal, which has yet to be approved by shareholders, would create a telecommunications and multimedia company with global aspirations.

What the group terms "Traditional Carso" would include companies such as mining operation Frisco, retailer Sanborns and cigarette manufacturer Clepal. It would also include Mexico's soon-to-be privatised railway sector and its liberalised electricity sector.

Grupo Carso, which has a market capitalisation of 48.5bn pesos (\$6.5bn), posted sales of 12bn pesos in the nine months to end-September 1995, and net income of 2.2bn pesos. Current shareholders would be issued shares in each of the companies.

The split would allow the telecommunications and multimedia company to expand its stake in Telcel from 84 per cent to 100 per cent in the next three years, using outstanding calls and equity swaps.

The new company would seek financing to set up media operations and look for operations outside Mexico. Traditional Carso would be free to use cash flow from its companies to expand its presence in Mexican infrastructure. "It's going to be a very, very large company," said Mr Fernando Chico Fardo, a Carso board member.

The new company is likely to be valued as a growth telecommunications stock, while Grupo Carso's price has largely hinged on valuations of its industrial components.

"The new holding company will very closely track Telcel but in the early stages may track it at a discount," said Mr Stefan Herz, an analyst at Kleinwort Benson in London.

## NEWS DIGEST

### KLM takes 26% of Kenya Airways

KLM, the Dutch national carrier, is to pay \$26m for a 26 per cent stake in Kenya Airways. The deal, first signalled last month when negotiations started, is the flagship of the East African government's three-year privatisation and reform programme.

The agreement marks the start of a partnership which will improve KLM's access to African destinations while allowing Kenya Airways to extend its range to the US, Asia and Pacific. Yesterday's signing is the culmination of a three-year restructuring drive by Mr Brian Davies, Kenya Airways' managing director. The deal also paves the way for the African airline's flotation on the Nairobi Stock Exchange, expected to be the largest share issue in the country's history.

Mr Musalia Mudavadi, the finance minister, admitted yesterday that until the carrier's restructuring started in 1992, it was "a typical example of a parastatal basket case". Within a year losses had been reduced to \$30m. Last year, the airline reported a \$17m profit. Under the agreement, KLM will spend an additional \$5m on "technical assistance", bringing Kenya Airways' service standards up to levels set by KLM and its existing partners.

Michela Wong, Nairobi and Joel Kilazo, London

### Strong finish buoys Fannie Mae

Fannie Mae, the largest provider of mortgage funds in the US, reported slightly higher net income for 1995, and forecast "excellent earnings gains in 1996". Net income for the fourth quarter and the year were affected by a \$350m special contribution to the Fannie Mae Foundation. In the final quarter, net income was \$406m, or \$1.48 a share, after the charge (and \$636m, or \$2.31, before). That compares with the previous fourth quarter when net income was \$533m or \$2.02. For the year, net income was \$2.14bn, up from \$2.13bn in 1994. Before the charge, 1995 net income was \$2.37bn. Earnings per share, fully diluted, were \$7.75, or \$8.61, before the contribution, compared with \$7.77.

Mr James Johnson, chairman and chief executive, said that after a slow start to the year there had been a rebound in volumes in the second half. That, and a "favourable near-term outlook for mortgage lending" meant the company was well-placed for the current year.

Maggie Urry, New York

### Acquisitions help boost Laidlaw

Laidlaw, the North American transport and waste management group, said acquisitions last year helped raise first-quarter revenues 42 per cent, and earnings by 31 per cent. For the three months ended November 30, Laidlaw posted net profit of US\$60.2m, or 18 cents a share, up from \$38.2m, or 14 cents, a year earlier on revenues of \$898m against \$670m. In calendar 1995, Laidlaw added to its US hazardous waste business and also bought several school bus and ambulance firms. But it closed its Italian landfill business, reducing solid waste management revenues. Laidlaw raised the quarterly dividend on its A and B shares from 4 cents a share to 5 cents.

Gulf Canada, which is recovering swiftly with new leadership, will begin paying dividend arrears on its senior preference shares series 1 and 2 in March. The former Reichmann-controlled company raised C\$800m in new equity last year.

Robert Gibbons, Montreal

### Foster's winemaker offer backed

Directors of Mildara Winery, the Australian winemaker facing a \$482m (US\$369.9m) takeover offer from Foster's Brewing Group, yesterday recommended acceptance of the deal. However, they advised shareholders to "consider timing of their acceptance to allow for any more favourable offer to emerge".

A second bidder has so far not come forward and many analysts think the Foster's deal is now a fait accompli. Mildara shares were unchanged at A\$7.60 yesterday, slightly below the A\$7.75 Foster's is offering.

Nicki Tait, Sydney

### Daichi to take stake in Brashers

Daichi, one of Japan's largest consumer electronics retailers, is taking a 49 per cent stake in Brashers, the Australian electronics chain, for around A\$11m (US\$8.5m). Once the sale, subject to approval under Australia's foreign investment rules, is completed, Brashers' owners plan a rights issue.

In 1994, financial problems at Brashers led to the appointment of administrators. However, Singapore-based Hotel Properties, whose interests include the Asian Hard Rock Cafe franchises, acquired the group. If the Japanese deal goes ahead, Hotel Properties would continue to hold a 45.9 per cent interest in the Australian retailer, while Ritzona, a private Hong Kong-based group headed by Mr B. S. Ong, Hotel Properties' managing director, would own the remainder.

Nicki Tait, Sydney

## Venezuelan group faces restructuring

Corimon, the industrial and paints group and the only Venezuelan company listed on the New York Stock Exchange, is facing "cash flow problems" and a restructuring that "contemplates, among other things, the sale of foreign affiliates and the strengthening of the companies in Venezuela". Reuters reports from Caracas.

The sharp drop in Corimon's share price on Wednesday followed reports from Argentina that Corimon was considering the sale of its controlling interest in paints company Corimon after posting disappointing results.

It was also hit by the announcement that its majority-owned US subsidiary Standard Brands Paint had filed for Chapter 11 protection under US bankruptcy laws. Corimon reported a net

profit of \$694m (\$2.1m) in the six months to September 30, compared with a \$2.98bn loss a year earlier.

The improved results were attributed partly to increased sales through its Latin American subsidiaries. Corimon, which concentrates on paint, food and packaging, has sold several non-core operations in the last few years, including the recent sale of drinks manufacturer Frica to Italy's Parmalat.

## Get-together foiled by cultural differences

Visions of a mega-merger between the Chicago Board of Trade and the Chicago Mercantile Exchange this week faded almost as quickly as the idea was floated as long-standing rivalries, which include personal jealousies between the two exchange's sitting chairman, got in the way of discussion.

Although a Chicago exchange merger was backed by a high-level task force at the Chicago Board of Trade as a means of saving more than \$32m a year in a time of declining volumes, Mr Patrick Arbor, CBOE chairman, admitted that a merger, or any serious co-operative venture, would be very difficult to attain.

Mr John "Jack" Sandner, long-time CME chairman, who is seeking re-election and can ill-afford the impression he has been dealing behind the backs of his members, said that while he was always willing to entertain cost-cutting measures, he did not think a merger was possible. "The different cultures and histories of the two markets, by themselves, would make any proposed

### Ideas of a Chicago exchange merger have fallen at the first fence reports Laurie Morse

merger a daunting task, particularly in the areas of seat prices and a governance structure," he said.

Privately, CME executives said that CME members would not be receptive to a plan that would involve assuming \$181m in debt - a reference to the mortgage the CBOE holds to finance new trading floor construction. The CME expanded its trading facility three years ago without assuming any debt. "There hasn't been anything you could call a formal discussion, and there aren't any plans for discussion," said Mr William Crawford of the CME. "Jack and Pat may have said something casually to each other at a social event, but nothing that could be taken seriously."

In fact, both exchanges are facing budget crunches if the current economic environment of low inflation and

low interest rate volatility exists. Both markets derive more than half their operating income from debt futures and options trading, but volume in these pits faded as last year ended. The CME saw a 37 per cent drop in turnover in its interest rate futures and options sector in December.

The prospect of a balanced US budget, and perhaps a budget surplus during the next decade, has prompted both exchanges to seek other sources of income, and means of cutting costs. Both are seeking to exploit derivatives growth in emerging markets, particularly Latin America. Rather than co-operate in these ventures, they are pursuing different strategies, with the CBOE seeking to encourage the development of domestic futures markets in countries like Mexico and Argentina, while the CME will attempt to offer

Latin American financial derivatives on its Chicago trading floor. Member firms have become impatient at having to make dual investments in such ventures.

Mr Alexander Lamb, general manager for the Chicago office of Fimat, a global futures firm, said: "From our point of view operationally it would make a lot of sense to have one exchange in Chicago. Particularly for clearing, it would be better to have similar rules, similar financial systems."

As for the dividing rivalries, Mr Lamb said: "The individual exchanges have shown they have a lot of strength. It's just that down the road, as the business gets more difficult, they could benefit from a combined strength."

Seat prices at Chicago's two big futures exchanges have begun to recover, after tumbling in the fourth quarter of last year as volumes waned and brokerage firms consolidated. Prices on CBOE ranged from a high of \$710,000 to \$625,000 in 1995, and on CME from \$822,500 to \$506,000.

## OMRON CORPORATION

Advised has been received from Tokyo that pursuant to a Cash Dividend of Yen 530 per share has been made for the six months period ending 30th September 1995.

The dividend will be payable in United States Dollars (subject to retention of the United Kingdom) and will be sent to US\$100 per US\$100 share having a deduction of any Japanese Withholding Tax.

RESIDENTS OF THE UNITED KINGDOM (excluding the Republic of Ireland) who are entitled to the dividend of Japanese Yen 530 per share should apply to their Japanese Resident Representative for the dividend of Japanese Yen 530 per share.

RESIDENTS OF ALL OTHER COUNTRIES (excluding the Republic of Ireland) who are entitled to the dividend of Japanese Yen 530 per share should apply to their Japanese Resident Representative for the dividend of Japanese Yen 530 per share.

RESIDENTS OF THE REPUBLIC OF IRELAND who are entitled to the dividend of Japanese Yen 530 per share should apply to their Japanese Resident Representative for the dividend of Japanese Yen 530 per share.

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RESIDENTS OF THE REPUBLIC OF IRELAND who are entitled to the dividend of Japanese Yen 530 per share should apply to their Japanese Resident Representative for the dividend of Japanese Yen 530 per share.

U.S. \$100,000,000

TNT

TNT Limited  
Subordinated Floating Rate  
Notes Due 1996

Interest Rate	6.09219% per annum
Interest Period	12th January 1996
Interest Amount per U.S. \$100,000 Note due 12th July 1996	U.S. \$3,079.94

CS FIRST BOSTON Agent

U.S. \$200,000,000

American Express Bank Ltd.  
Floating Rate Subordinated Capital Notes  
Due 1999

Notice is hereby given that for the Interest Period 16th January, 1996 to 16th April, 1996 the Notes will bear interest at the rate of 5% per annum. The interest payable on 16th April, 1996 against Coupon No. 35 will be U.S. \$4,165 per U.S. \$100,000 Nominal and U.S. \$3,633.88 per U.S. \$200,000 Nominal. DATED THIS 12TH DAY OF JANUARY, 1996.

Principal Paying Agent  
ROYAL BANK OF CANADA  
EUROPE LIMITED







## US feed grain estimates expected to be cut further

By Laurie Morse in Chicago

Grain traders are expecting the US Department of Agriculture to reduce further its estimate of last season's US maize and soybean production when it releases its final feedgrains crop estimate for 1995 next week. The crop report, initially scheduled for release yesterday, has been delayed until Tuesday morning because of the snowstorm that shut down Washington this week.

Although the revisions in final feed grain production estimates are expected to be small - reductions of about 10m bushels each for maize and soybeans - analysts say that strong export and domestic feed demand could combine to whittle down water-tight ending stocks even further.

In its December crop estimate, the agency cut 1995 US

maize production at 7.374bn bushels, at end-of-year carry-over stocks at 617m. Soy production was estimated at 2.183bn bushels, with ending stocks at 255m bushels. Analysts are expecting maize production to drop to about 7.363bn bushels in Tuesday's report, and soy production to 2.176bn.

The US produces the largest maize and soybean crops in the world.

Even if the USDA revises production figures upward unexpectedly, analysts say the demand picture will keep ending stock figures at historically low levels, and continue to support prices. "We're seeing a strong early-season export pace [for feedgrains] and domestic feed use is not diminishing," says Dean Witter grain market analyst Mr Gerry Gidel. "Even if there are higher production

figures, the carryout won't increase."

Although maize and soybean prices are near 15-year highs, US hog and cattle counts released last month show that livestock producers are not yet responding to higher grain prices by cutting herds - a rationing process grain traders say is necessary to balance this year's tight supply and demand situation.

"The US is producing record meat supplies," says Mr Chuck Levitt, senior livestock analyst for Alarum Research, a Chicago-based brokerage. "We won't begin to see herd liquidation unless the market continues to maintain feed costs where they're at, or at higher levels. Right now cattle and hog producers are just breaking even. It might take a rally in maize futures to \$4 [a bushel] to trigger aggressive liquidation."

## Pakistan faces dilemma over farm taxation

Aid donors want an end to agriculture's privileged treatment, writes Farhan Bokhari

Pakistan is under pressure from its international donors to tax the politically powerful landowners who remain exempted from income taxes. They are worried about a worsening resource crunch caused by increasing expenditure on servicing the national debt and maintaining a large defence force.

A US\$500m loan agreement signed with the IMF in December may force the government to increase further collections from a two year old "wealth tax" imposed by former prime minister Mr Moen Qureshi, senior officials say. Under the terms of the loan, Pakistan has agreed to raise the value of each "produce index unit" or PII, by 80 per cent, from Rs550 (\$7.30) to Rs400, by the next annual budget, due to be announced in June, officials add.

Under Pakistan's revenue collection system, the value of agricultural lands is assessed on the basis of PIs. Farm owners with land worth more than Rs1m are taxed under the wealth tax, which ranges from 0.5 per cent to 2.5 per cent of the value of the asset, depending upon the tax payers' entire land ownership.

Pakistani officials expect the

new move to improve the government's embarrassingly low collections during the tax's first year of enforcement, from July 1994 to June 95. During those 12 months, only Rs2.5m was collected. That included a sum of Rs300,000 from prime minister Benazir Bhutto's

nessmen, industrialists and urban-based intellectuals who say that such a move is essential to establish the principle of equity for all wealth-generating groups. Concerns also continue over the ways in which taxes are evaded by many businessmen who also own agricultural land.

It is estimated that two-thirds of the members of the federal and provincial legislatures represent rich feudal landowners

home province of Sindh, which ranks second to the Punjab among Pakistan's four provinces in terms of its agricultural production. Mr V.A. Jafary, the prime minister's adviser on finance, who negotiated the recent agreement with the IMF, refuses to confirm Pakistan's acceptance of the increase in the wealth tax, but says: "I cannot tell you what is in the agreement but international institutions for long have favoured taxation on the agriculture sector."

The move to tax landowners is generally favoured by business

men, industrialists and urban-based intellectuals who say that such a move is essential to establish the principle of equity for all wealth-generating groups. Concerns also continue over the ways in which taxes are evaded by many businessmen who also own agricultural land.

According to some estimates, over two-thirds of the members of parliament in Islamabad and at the legislatures of the country's four provinces, represent rich feudal landowners, who in the past, have tried to block moves towards more taxation for the agricultural sector.

While the government wants to increase the wealth tax, there is little that it can do to impose an income tax on the farming sector. Under Pakistan's constitution of 1973, only the four provinces, where landowners have stronger influence than in Islamabad, are allowed to introduce such an income tax. And it is not clear if the provinces are ready to make such changes in the near future to help the central government to improve its revenue.

Moreover, many farm owners argue that the debate over agriculture taxation does not take account of the indirect local taxes that they already pay in the rural areas such as municipal collections on movements of grain from one district to another. Finally, they argue that in a country where the urban taxation system is notorious for its corruption, the rural areas will be exposed to abuse by tax officials, once

they are brought under a similar system of collection.

In view of the counter arguments from landowners, and their previous resistance to new taxes, many experts remain sceptical of the government's ability to press ahead. Mr Akmal Hussain, a renowned Pakistani economist who has done part of his research on the relationship between feudal landowners and the state argues: "The present situation is one where landowners dominate both parties (the ruling party and the opposition) and the parliament. It is not possible to introduce such an income tax."

But senior officials in Islamabad say that the country's choices are becoming narrower in view of its needs for external borrowings and the fact that donors are insisting on expansion of the tax net.

Mr Fasihuddin is convinced that the government is prepared to take on the agricultural lobby while also putting to rest the focus of farm owners of abuse of a new system by tax officials "is basically a question of will."

"The principle of equity has to be appreciated and applied in a judicious manner," he says.

## Mexican coffee hit by freeze

A freeze has hit Mexico's coffee-growing states of Puebla and Veracruz, according to an official of the country's Confederation of Coffee Producers, reports Reuters from Mexico City.

"The reports from some growers of a freeze are true," said Mr Alfredo Moises Ceja, a member of the confederation's national executive committee. "It appears as if there have been two nights of freeze."

Mr Moises Ceja said producers were unable to provide an accurate estimate of the damage. Initial reports were that 30-50 per cent of coffee trees were damaged by the cold.

"We need to take the time to evaluate the damage. The effect, of course, is more pronounced during the next cycle [1996-1997] than the current one [1995-1996] but it will add to trouble we have had this year," he said.

Puebla and Veracruz are Mexico's second and third largest coffee-producing states.

Jesus Pina Gonzalez, a member of the Association of Puebla Coffee Producers, said his coffee farm registered temperatures below freezing on Thursday as well as early on Wednesday. "Our situation is very serious," he said. "Many of the leaves on my trees are brown and there is clear evidence of damage."

## Revival planned for Sydney gold futures

By Nikk Tait in Sydney

The Sydney Futures Exchange yesterday announced plans to trade gold, silver and copper futures contracts within the next three months, through its new electronic trading link to the Comex division of the New York Mercantile Exchange.

The contracts will be traded simultaneously on the

Nymex's Access and the SFE's Sycom computerised trading systems.

The SFE ran gold contracts in the 1970s and 1980s, but trading ground to halt in the late-1980s amid lacklustre interest. The reintroduction follows the recent upturn in gold prices, and also fits in with the SFE's plans to expand its range of commodity futures.

"Gold is a critical part of the SFE's plans to become a regional commodity trading centre. Australia has a long history in the mining, development and export of gold and a gold futures contract provides a natural price risk management mechanism to manage price moves," commented Mr Les Hoeking, the SFE's chief executive.

## Russia's days as aluminium exporter 'may be numbered'

By Kenneth Gooding, Mining Correspondent

The international competitiveness of Russia's aluminium smelters is worsening, analysts suggest, and this could have a big impact on their future exports.

"Russia's competitiveness has already worsened in the last few months. In the long run the entire Russian aluminium industry will become a last-gasp industry," suggests Mr Tony Bird of the Anthony Bird Associates consultancy. "The Russians are not likely to close it all down. In the way that the Japanese did to their aluminium industry 15 years ago. But they will probably

find that rising costs force them out of world markets completely. Russia's days as an aluminium exporter could be numbered," he says in Bird's latest annual review of aluminium production costs.

The CRU International consultancy also warns that "the average Russian aluminium smelter is making no profit and the higher cost smelters must be losing money. These include the two smelters in the Urals - Volgograd and Vokhov. However, the four big smelters in Siberia (Bratsk, Krasnoyarsk, Irkutsk and Sayansk) remain 'marginally profitable' because they still have power tariffs that give them some competitive advantage

compared with western smelters."

In its latest CIS Metals Review, CRU estimates that the weighted average operating cost at all Russian smelters is US\$1,580 a tonne. When taxes amounting to 17 per cent of turnover are added, "it becomes easier to believe that some smelters are losing up to \$900 a tonne on exports. They survive by paying their power bills late or only in part, so the power suppliers are effectively financing loss-making smelters."

CRU says the main question for 1996 is whether the western trading organisations that have been supplying the Russian smelters with alumina

(aluminium oxide), their essential raw material, and taking

aluminium in return, will renew these tolling contracts. "The smelters would probably accept unprofitable contracts rather than reduce output drastically. But traders may find that there is no profit margin for them at current metal and transport prices."

If there is a sharp reduction in toll smelting, it is unlikely that the Russian smelters will be able to buy more alumina to sustain output, the CRU argues. And "even a modest reduction in smelter production would have an impact on the world market". CRU points out that any surge in the price would make tolling possible

again, "so the problem could correct itself after an interval."

The Bird report suggests that operating costs in Russia in mid-1995 were US\$1,495 a tonne. Compared with average costs in the west of \$1,381. Bird shows Canada as the lowest-cost aluminium producer with production costs averaging \$1,190 a tonne, followed by Australia, \$1,164 and France, \$1,152.

Aluminium Production Costs 1995: (four volumes) \$1,600 from Bird Associates, 183, Richmond Road, Kingston upon Thames, Surrey KT5 5DD, UK. CIS Metals Review (quarterly) \$550 a year from CRU, 40 Mount Pleasant, London WC1X 0AE, UK.

### COMMODITIES PRICES

#### BASE METALS

##### LONDON METAL EXCHANGE

(Prices from Antismelted Metal Trading)

ALUMINIUM, 100 PURITY (per tonne)

Cash 3 rates

Close 1882-34 1881-32

Previous 1882-34 1881-32

High/Low 1882-34 1881-32

AM Official 1882-34 1881-32

Kerb close 1882-34 1881-32

Open int. 222,622 67,846

Total daily turnover 67,846

ALUMINIUM ALLOY (per tonne)

Close 1482-05 1480-05

Previous 1482-05 1480-05

High/Low 1482-05 1480-05

AM Official 1482-05 1480-05

Kerb close 1482-05 1480-05

Open int. 5,185

Total daily turnover 1,022

LEAD (per tonne)

Close 892-05 891-05

Previous 892-05 891-05

High/Low 892-05 891-05

AM Official 892-05 891-05

Kerb close 892-05 891-05

Open int. 31,810

Total daily turnover 8,872

NICKEL (per tonne)

Close 7670-80 7770-80

Previous 7670-80 7770-80

High/Low 7670-80 7770-80

AM Official 7670-80 7770-80

Kerb close 7670-80 7770-80

Open int. 38,398

Total daily turnover 8,874

TIN (per tonne)

Close 8350-60 8368-70

Previous 8350-60 8368-70

High/Low 8350-60 8368-70

AM Official 8350-60 8368-70

Kerb close 8350-60 8368-70

Open int. 14,118

Total daily turnover 7,741

ZINC, special high grade (per tonne)

Close 1020-21 1042-43

Previous 1020-21 1042-43

High/Low 1020-21 1042-43

AM Official 1020-21 1042-43

Kerb close 1020-21 1042-43

Open int. 75,840

Total daily turnover 40,705

COPPER, grade A (per tonne)

Close 2620-25 2542-43

Previous 2620-25 2542-43

High/Low 2620-25 2542-43

AM Official 2620-25 2542-43

Kerb close 2620-25 2542-43

Open int. 168,788

Total daily turnover 88,817

LME AM Official 24 rates: 1,5441

LME Closing 24 rates: 1,5435

Sect. 1,5440 3 rates: 1,5407 6 rates: 1,5371 9 rates: 1,5334

HIGH GRADE COPPER (COMEX)

Sett. 118.50 118.50 118.50 341 2,460

Jan 117.80 +0.05 118.50 117.40 1,272

Feb 115.30 +0.05 118.50 114.80 3,912 2,460

Mar 114.30 +0.05 118.50 113.80 4,463

Apr 113.20 +0.05 118.50 112.70 2,624

May 112.70 +0.05 118.50 112.20 2,624

#### Precious Metals continued

GOLD COMEX (100 Troy oz; May 02)

Sett. 388.1 -0.8 388.1 74,800 103,183

Jan 388.1 -0.8 388.1 74,800 103,183

Feb 388.1 -0.8 388.1 74,800 103,183

Mar 388.1 -0.8 388.1 74,800 103,183

Apr 388.1 -0.8 388.1 74,800 103,183

May 388.1 -0.8 388.1 74,800 103,183

Jun 388.1 -0.8 388.1 74,800 103,183

Jul 388.1 -0.8 388.1 74,800 103,183

Aug 388.1 -0.8 388.1 74,800 103,183

Sep 388.1 -0.8 388.1 74,800 103,183

Oct 388.1 -0.8 388.1 74,800 103,183

Nov 388.1 -0.8 388.1 74,800 103,183

Dec 388.1 -0.8 388.1 74,800 103,183

Total 388.1 -0.8 388.1 74,800 103,183

PLATINUM NYMEX (50 Troy oz; May 02)

Sett. 418.7 -0.4 418.7 418.0 31 70

Jan 418.7 -0.4 418.7 418.0 31 70

Feb 418.7 -0.4 418.7 418.0 31 70

Mar 418.7 -0.4 418.7 418.0 31 70

Apr 418.7 -0.4 418.7 418.0 31 70

May 418.7 -0.4 418.7 418.0 31 70

Jun 418.7 -0.4 418.7 418.0 31 70

Jul 418.7 -0.4 418.7 418.0 31 70

Aug 418.7 -0.4 418.7 418.0 31 70

Sep 418.7 -0.4 418.7 418.0 31 70

Oct 418.7 -0.4 418.7 418.0 31 70

Nov 418.7 -0.4 418.7 418.0 31 70

Dec 418.7 -0.4 418.7 418.0 31 70

Total 418.7 -0.4 418.7 418.0 31 70

PALLADIUM NYMEX (100 Troy oz; May 02)

Sett. 131.0 -1.0 131.0 131.0 52 8,888

Jan 131.0 -1.0 131.0 131.0 52 8,888

Feb 131.0 -1.0 131.0 131.0 52 8,888

Mar 131.0 -1.0 131.0 131.0 52 8,888

Apr 131.0 -1.0 131.0 131.0 52 8,888

May 131.0 -1.0 131.0 131.0 52 8,888

Jun 131.0 -1.0 131.0 131.0 52 8,888

Jul 131.0 -1.0 131.0 131.0 52 8,888

Aug 131.0 -1.0 131.0 131.0 52 8,888

Sep 131.0 -1.0 131.0 131.0 52 8,888

Oct 131.0 -1.0 131.0 131.0 52 8,888

Nov 131.0 -1.0 131.0 131.0 52 8,888

Dec 131.0 -1.0 131.0 131.0 52 8,888

Total 131.0 -1.0 131.0 131.0 52 8,888

SILVER COMEX (50,000 Troy oz; May 02)

Sett. 565.0 -0.0 565.0 565.0 17 10,762

Jan 565.0 -0.0 565.0 565.0 17 10,762

Feb 565.0 -0.0 565.0 565.0 17 10,762

Mar 565.0 -0.0 565.0 565.0 17 10,762

Apr 565.0 -0.0 565.0 565.0 17 10,762

May 565.0 -0.0 565.0 565.0 17 10,762

Jun 565.0 -0.0 565.0 565.0 17 10,762

Jul 565.0 -0.0 565.0 565.0 17 10,762

Aug 565.0 -0.0 565.0 565.0 17 10,762



## INTERNATIONAL CAPITAL MARKETS

## Europe continues to lead the way despite rebound in US

By Lisa Branson in New York and Martin Brice and Richard Lapper in London

The US market yesterday recovered some of the ground it has lost this week but at the London close European markets had again outperformed, continuing the recent trend.

Amid continuing wrangles over the US budget, there are increasing expectations that German bonds will soon be trading at a premium to the US market for the first time for more than six months.

## US Treasury prices

rebounded from two days of sharp losses yesterday as some investors bought up bonds at lower prices. Traders said, however, that Treasury

were likely to keep within a tight range of their levels of late Tuesday because of uncertainty about fiscal policy, and because bullishness in the German bond market was causing some flows out of Treasuries.

Near midday, the benchmark 30-year Treasury was  $\frac{1}{4}$  higher

at 109 $\frac{1}{2}$  to yield 6.155 per cent, while at the short end the two-year note was  $\frac{1}{8}$  stronger at 100 $\frac{1}{2}$ , yielding 5.198 per cent.

The yield on the long bond had risen more than 2 basis points since the start of the year amid fears that President Bill Clinton and Republican Congressional leaders would

## GOVERNMENT BONDS

not strike a deal to balance the federal budget.

In addition to causing uncertainty about fiscal policy, the stalemate over the budget also led to a partial closure of the government that stopped the flow of official economic data.

Mr John Spillio, a government securities strategist at Merrill Lynch, said that the lack of economic data may have kept some investors out of the market, but he did not think it had a large overall effect on prices.

He said there had been some buying of Treasuries following

Wednesday's sell-off, but that as trading opened in New York some investors were using the price increases as selling opportunities so bonds would probably remain range-bound through the day.

There was some talk on the market of investors selling Treasuries in order to purchase bonds. Mr Leslie Naberger, chief fixed-income officer at Massachusetts Financial Services, the US mutual fund company, said that MFS shifted between 5 and 8 per cent of its Global Government Bond Fund into bonds late last year.

He said he might continue to shift assets from the US to Europe because the US market appeared vulnerable to more uncertainty over fiscal policy and because Treasury borrowing was once again approaching the debt ceiling, provoking renewed fears about a possible default.

German government bonds continued their strong performance and the yield spread over Treasuries in the 10-year sector narrowed from 18 basis

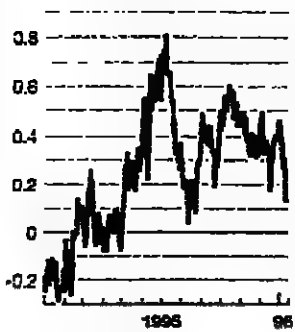
points to 9. Economic data showed that gross domestic product rose by a real 1.9 per cent from a year earlier, against 2.9 per cent growth in 1994, according to preliminary figures from the Federal Statistics Office.

Mr David Brown, chief European economist at Bear Stearns said: "Germany is now technically in recession but the market has only recently woken up to the grim reality." He said 10-year bond yields would soon be trading through Treasuries, perhaps by between 25 and 50 basis points. "It should come as no shock, but par will be an extremely strong resistance point. There is scope at the long end for bond outperformance because a balanced budget deal and more rate cuts are already well spread over the next month or so, with the US 10-year yield spread over Germany moving up to 40 basis points."

Mr Tim Knowles, who manages bond portfolios for Fleming Investment Management, reduced exposure to US Treasuries and increased exposure

## Yield spread

Germany over US (basis points)



Source: FT Estimate

day's closing level of 5.94 per cent.

Mr John Hall, head of European economic research at SBC Warburg, expects a negative spread over the next month or so, with the US 10-year yield spread over Germany moving up to 40 basis points.

Mr Tim Knowles, who manages bond portfolios for Fleming Investment Management, reduced exposure to US Treasuries and increased exposure

to the German and Dutch bond markets in November and is maintaining these positions on expectation of further European outperformance.

The yield on benchmark two-year paper tightened by 7 basis points and that on 10-year paper was unchanged, with the spread between the two maturities widening from 321 basis points to 338. On Liffe the March 10-year bond future closed at 100.02, up 0.06 on the day.

UK government bonds ended the day largely unchanged, with some traders reporting some switching from 10-year gilts to bonds. On Liffe the March long gilt future closed at 110 $\frac{1}{2}$ , up  $\frac{1}{2}$ .

The 10-year yield spread over Germany moved from 185 basis points to 170 points. The yield on benchmark two-year gilts fell by 4 basis points and that in the 10-year sector by 2, with the spread between the two maturities at 104 basis points.

Late in the session there was talk of strong figures in the

CBI distributive trades survey, due out today, but analysts believe political uncertainty will outweigh economic data for the rest of the year.

High-yielding markets benefited from the resignation of Mr Lamberto Dini, the Italian prime minister, came too late to affect the market, which had experienced a particularly volatile day.

On Liffe the March contract closed up 0.14 at 109.86. The spread over Germany in the 10-year sector tightened slightly from 468 basis points to 466. The yield spread over Germany on Swedish 10-year bonds moved from 235 basis points to 233, and on Spanish bonds from 356 to 358.

The French markets initially lost ground amid disappointment over the Bank of France's inaction on interest rates. At Matif the March 10-year future settled at 120.98, down 0.14, but later recovered in Globex trading.

## Lending to developing world 'shows increase'

By Richard Lapper

Banks from the developed world increased their lending to developing countries in the first half of last year compared with the same period of 1994, according to figures released today by the Bank for International Settlements (BIS).

Outstanding claims of banks reporting to the BIS (from the Group of Ten plus seven other developed countries) on the developing countries increased by \$25.6bn, compared with a rise of \$19.9bn in the same period of the previous year.

The report noted that banks' short-term claims - up to one year - rose as a percentage of total claims on developing countries, reflecting the growth of trade finance, increased reliance on local banking systems to channel funds, and continuing caution on the part of creditor banks.

The pattern of lending to developing countries varied sharply between regions, with consolidated claims on borrowers in Latin America falling by \$4.2bn, compared with a rise of \$3.8bn in the first half of 1994.

Outstanding claims on borrowers in Asia rose by \$33.7bn in the first six months, compared with a rise of \$15.6bn in the same period of 1994. Claims on eastern Europe rose by \$3bn, having fallen by \$3.8bn in the first half of 1994.

The report said it was "too early to say" whether the Mexican crisis had led to reorientation of lending away from Latin America, although there was "definite evidence" of greater lender selectivity in the granting of new loans.

The report said that greater dependence on short-term capital had entailed a more frequent reassessment of existing commitments by creditor banks.

## Canadian issues maintain momentum

By Conner Middelmann

The eurobond market took a breather yesterday as issuance slowed from recent heavy volumes, but the Canadian dollar sector remained busy, absorbing, among others, a C\$1.25bn 10-year global bond from the Province of Ontario.

The bonds met with good demand from institutional investors around the world, especially in Europe, where more than 30 per cent of the deal was placed.

"We were pleasantly surprised - we expected to sell about C\$950m into Europe but placed just over C\$940m, well beyond our expectations," said Mr Gadi Nayanman, director of finance at the Ontario Financial Authority.

Yesterday's issue will go

towards Ontario's C\$1.4bn borrowing requirement for 1996-97. Of that, C\$89bn will go towards financing the budget deficit and C\$6bn will pay for bond redemptions. That contrasts with a C\$10.6bn borrowing requirement last year, which

## INTERNATIONAL BONDS

consisted of C\$8.7bn in deficit financing and C\$1.9bn in redemption payments.

Ontario's bonds were priced to yield 30 basis points over Canadian government bonds, which was widely deemed as fair, especially compared with the recent slew of tightly-priced, arbitrage-driven deals.

According to one trader, there were two types of Cana-

dian dollar issuers these days: Canadian banks like Ontario or Saskatchewan, who do unwavering deals and can offer attractive pricing, or classic frequent eurobond borrowers doing swapped deals that are extremely tightly priced - often well through the government curve."

This is because swap spreads in the Canadian dollar market are extremely tight, he says: the three-year swap spread stood at a mere 2 basis points over government bonds yesterday, while the five-year spread was at 8 basis points over Treasuries.

The Nordic Investment Bank was an example of the latter type of issuer: it launched C\$100m of five-year bonds priced to yield flat on government bonds, and the spread widened out by several basis

points after the bonds were freed to trade.

Still, lead manager Toronto Dominion Bank was confident the bonds would get placed with European retail investors, who will see heavy redemptions this year. After C\$7.2bn of redemptions last year, 1996 will see some C\$17bn of maturing bonds - a monthly average of C\$1.4bn.

Also driving Canadian dollar issuance has been the currency's recent strength and the Canadian government bond market's outperformance of US Treasuries, dealers say.

Elsewhere, General Motors Acceptance issued \$200m of three-year bonds priced to yield 33 basis points over Treasuries. Lead manager UBS said the deal saw good demand from Swiss and German retail

## NEW INTERNATIONAL BOND ISSUES

Issuer	Amount	Coupon	Price	Maturity	Yield	Spread	Book runner
Banque Paribas	200	5.825	98.725	Jan. 1999	0.225R	+325 $\frac{1}{2}$ (vs 99) US	DG Bank
Westphalia Hypo	100	(a1)	101.85	Jan. 2001	2.00	-	DG Bank
LUXEMBOURG FRANCES	200	6.00	102.35	Dec. 2002	1.875	-	BGL
AUSTRALIAN DOLLARS	100	7.25	100.15	Feb. 1999	1.50	-	Hambros Bank
CANADIAN DOLLARS	1,250	7.50	99.925R	Jan. 2006	0.35R	+308 $\frac{1}{2}$ (vs 05) CIB/Merrill/BSC Dominion	
Province of Ontario	100	6.625	99.15R	Dec. 2001	0.25R	+68 $\frac{1}{2}$ (vs 01) Toronto Dominion Bank	
PESETAS	200m	8.00	101.22	Feb. 2001	1.025	-	Banco Santander de Negocios
SOUTH AFRICAN RAND	250	13.50	101.00	Jan. 1997	1.00	-	Deutsche Morgan Grenfell
HONGKONG DOLLARS	500	6.50	100.364R	Oct. 2002	0.30R	-	HSBC Markets

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. All coupon rates are in % unless otherwise stated. All currencies are in US dollars unless otherwise stated. All dates are in US format (month/day/year). All yields are in % unless otherwise stated. All spreads are in basis points unless otherwise stated. All book runners are in US format (company name). All amounts are in US dollars unless otherwise stated. All maturities are in US format (month/year). All coupons are in % unless otherwise stated. All prices are in US format (cents on the dollar). All yields are in % unless otherwise stated. All spreads are in basis points unless otherwise stated. All book runners are in US format (company name). All amounts are in US dollars unless otherwise stated. All maturities are in US format (month/year). All coupons are in % unless otherwise stated. All prices are in US format (cents on the dollar). 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**INVESTMENT TRUSTS - Cont.**

Shower Streets	24	25	431
Granville	448		19
Greenham House			80
Group Day	42		19
Worms	14		167
WTR Japanese Sat.	95		52
Worms	40		128
Wendover Highland	116		28
Worms	21		356
Henderson Stride	385		134
Herald Ice Tel	120		57
Worms	85		165
High Ice Trade	802		162
Heate Group 1990	95		138
Ream 97 Sat. Co.	127		116

18.5 UK & Car Care	175	-2	37
Warrington	32		30
INFESCO Asia Trust	100	+2	102
Warrington	64		62
INFESCO Eng & Ind	138	-1	137
Warrington	81		80
INFESCO Exp Val	32	-1	31
Warrington	33		34
INFESCO Jap Disc	126	+2	128
Warrington	58		60
INFESCO Korea	59	-1	58
Warrington	59		61
INFESCO Tokyo	26	-1	25
Warrington	103	+1	102
Int. Electch Tr	36	-1	35
Warrington	97		97
Int Val of Int Yds	97	-2	95
Warrington			111

Company	Price	% Chg
Investors Cap Gains	171	
Warrants	3	
Inc Fund	142	
Units	148	
Ivory & Stone Ent Cap	14	
Warrants	14	
Cr Ln 2000	213	+1
Ivory & Stone HNS	26	
Warrants	17	
Gr Assembly	117	
Ivory & Stone Int'l Discovery	117	+3
Warrants	24	
Robertson Char	288	-2
Robertson Div	486	
Robertson Emp Mktg	122	+1
Warrants	61	
Robertson Fund	134	

1.4	Westport Green, A	276	1	207
1.4	Westport Green, B	276	1	207
1.4	Westport Green, C	276	1	207
1.4	Westport Green, D	276	1	207
1.4	Westport Green, E	276	1	207
1.4	Westport Green, F	276	1	207
1.4	Westport Green, G	276	1	207
1.4	Westport Green, H	276	1	207
1.4	Westport Green, I	276	1	207
1.4	Westport Green, J	276	1	207
1.4	Westport Green, K	276	1	207
1.4	Westport Green, L	276	1	207
1.4	Westport Green, M	276	1	207
1.4	Westport Green, N	276	1	207
1.4	Westport Green, O	276	1	207
1.4	Westport Green, P	276	1	207
1.4	Westport Green, Q	276	1	207
1.4	Westport Green, R	276	1	207
1.4	Westport Green, S	276	1	207
1.4	Westport Green, T	276	1	207
1.4	Westport Green, U	276	1	207
1.4	Westport Green, V	276	1	207
1.4	Westport Green, W	276	1	207
1.4	Westport Green, X	276	1	207
1.4	Westport Green, Y	276	1	207
1.4	Westport Green, Z	276	1	207

[illegible][illegible]

10.8	B	377	1
	Murray Ind. <input type="checkbox"/>	378	1
13.4	B	380	1
	Murray Smith M. <input type="checkbox"/>	381	1
4.8	B	382	1
16.3	Murray Veneers <input type="checkbox"/>	383	1
2.1			
18.1	Mid Souther. Awt. <input type="checkbox"/>		1
	Weymouth		
22.2	Railroad Veh. Svc. Co. <input type="checkbox"/>		1
	Weymouth		
14.7	Railroad Equip. Co's <input type="checkbox"/>		1
	Weymouth		

17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7
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Country	Year	Rate
Peru	1980	14.0
Peru	1981	14.0
Peru	1982	14.0
Peru	1983	14.0
Peru	1984	14.0
Peru	1985	14.0
Peru	1986	14.0
Peru	1987	14.0
Peru	1988	14.0
Peru	1989	14.0
Peru	1990	14.0
Peru	1991	14.0
Peru	1992	14.0
Peru	1993	14.0
Peru	1994	14.0
Peru	1995	14.0
Peru	1996	14.0
Peru	1997	14.0
Peru	1998	14.0
Peru	1999	14.0
Peru	2000	14.0
Peru	2001	14.0
Peru	2002	14.0
Peru	2003	14.0
Peru	2004	14.0
Peru	2005	14.0
Peru	2006	14.0
Peru	2007	14.0
Peru	2008	14.0
Peru	2009	14.0
Peru	2010	14.0
Peru	2011	14.0
Peru	2012	14.0
Peru	2013	14.0
Peru	2014	14.0
Peru	2015	14.0
Peru	2016	14.0
Peru	2017	14.0
Peru	2018	14.0
Peru	2019	14.0
Peru	2020	14.0
Peru	2021	14.0
Peru	2022	14.0
Peru	2023	14.0
Peru	2024	14.0
Peru	2025	14.0
Peru	2026	14.0
Peru	2027	14.0
Peru	2028	14.0
Peru	2029	14.0
Peru	2030	14.0
Peru	2031	14.0
Peru	2032	14.0
Peru	2033	14.0
Peru	2034	14.0
Peru	2035	14.0
Peru	2036	14.0
Peru	2037	14.0
Peru	2038	14.0
Peru	2039	14.0
Peru	2040	14.0
Peru	2041	14.0
Peru	2042	14.0
Peru	2043	14.0
Peru	2044	14.0
Peru	2045	14.0
Peru	2046	14.0
Peru	2047	14.0
Peru	2048	14.0
Peru	2049	14.0
Peru	2050	14.0
Peru	2051	14.0
Peru	2052	14.0
Peru	2053	14.0
Peru	2054	14.0
Peru	2055	14.0
Peru	2056	14.0
Peru	2057	14.0
Peru	2058	14.0
Peru	2059	14.0
Peru	2060	14.0
Peru	2061	14.0
Peru	2062	14.0
Peru	2063	14.0
Peru	2064	14.0
Peru	2065	14.0
Peru	2066	14.0
Peru	2067	14.0
Peru	2068	14.0
Peru	2069	14.0
Peru	2070	14.0
Peru	2071	14.0
Peru	2072	14.0
Peru	2073	14.0
Peru	2074	14.0
Peru	2075	14.0
Peru	2076	14.0
Peru	2077	14.0
Peru	2078	14.0
Peru	2079	14.0
Peru	2080	14.0
Peru	2081	14.0
Peru	2082	14.0
Peru	2083	14.0
Peru	2084	14.0
Peru	2085	14.0
Peru	2086	14.0
Peru	2087	14.0
Peru	2088	14.0
Peru	2089	14.0
Peru	2090	14.0
Peru	2091	14.0
Peru	2092	14.0
Peru	2093	14.0
Peru	2094	14.0
Peru	2095	14.0

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-1.7	Warrens				
18.9	Southern Cos.	PTC			
	Warrens				
6.8	Wells 72				
	Teknor				
11.5	Warrens				
	Temple Bar				
16.3	Templeton Est.				
	Templeton Est. Wm H				
-0.7	Templeton Lbr. & M.				
	Warrens				
-51.7	Thompson Cline				
4.8	Thornhill Autos				
	Thruway FRI Inc.				
18.0	Tracy Auto Sales Co.				
	Warrens				

782.4	Transportation Inc.	-	789.5
-	TR City of Los	-	798.6
-	TR Euro Growth	-	100.2
-	TR Sub	-	98
-	TR East Inc.	-	173.3
-	TR High Inc.	-	121
17.3	Sag	-	122
0.0	TS Pacific	-	116.1
-	TR Paco	-	230.5
-	TR Trans	-	47
1.8	TR Smoker	-	267
-	Trans of Penn	-	88
5.4	Tuesday Trans	-	222
-	Trans	-	78
-	US Summer Dis.	-	104

12.7	Warrants	79	
10.5	USOC	111	
10.9	Uncovered Assets	124	-4.2
10.9	Value & Inc.	77	
10.7	Voyager Euro Sell	27	
10.7	Warrants	341	
20.2	Warrants & Value	203	
20.2	Wish Ind.	600	
20.2	Wizards Prop.	15	
20.2	Warrants	282	
20.2	Wish	1	

Not exact values supplied by Midwest Securities as a guide only. See guide to London Stock

## INV TRUSTS SPLIT

	Notes	Price	Yield
7.0	Approved by the Island Revenue		
9.9	Alphabet Spill Inc. 7-1/2	76	11.1
5.0	Cap	221	11.1
4.0	Units	258	11.1
7.0	Atlantic Pfr Inc 7-1/2	98 1/2	11.1
10.0	Zero City PI	195	11.1
4.0	Archimedes Inc	167 1/2	11.1
5.0	Cap	616	11.1
5.0	City of Ontario 7-1/2	25 1/2	11.1
5.0	Wormhole		11.1
15.4	Zero City PI	115 1/2	11.1
16.0	Comex-Cycl Inc 7-1/2	92	11.1
16.0	Cap	91 1/2	11.1

10.5	Zero Div P1	28	75	1
14.7	Danac Inc	28	75	1
15.4	Cap	36	36	1
-3.9	Orroy Inc	100	100	1
	Cap	300	300	1
	Dynapac Can Div	98	98	1
13.4	Alcon Div	108	108	1
2.2	Edinboro Insur	32	32	1
17.9	Zero Div P1	114	114	1
	Essex Div	4	4	1
13.1	Inc	9	9	1
-6.4	Zero Cap P1	282	282	1
	Raychem Secur Corp	215	215	1
9.9	Zero P1	235	235	1
-1.3	Flint General Inc	161	161	1
3.3	Cap P1	161	161	1
6.8				

0.6	2.0	rolling	132
0.7	2.1	Zero Div Pk	83
0.7	2.1	Rolling Int Lgth	119
0.7	2.1	Zero Div Pk	112
0.7	2.1	For a Cat Sprk	62
0.7	2.1	Capital	60
0.7	2.1	Unites	122
0.7	2.1	S	86
0.7	2.1	Worms	30
0.7	2.1	Friends Prov	58
0.7	2.1	Unites	170
0.7	2.1	Zero Div Pk	34
0.7	2.1	Futurism Inc	34
0.7	2.1	Cap	173
0.7	2.1	Zero Div Pk	162

23.4	Garmon Int'l Inc. #176	87	
	Zone Div Prof	138	-1
18.1	Units	220	
15.6	Garmon Sci Int. #174	61	
14.3	Cap	106	
	Zone Div Prof	159	-1
12.8	Units	2895	
	Garmon Steel Int. #172	89	
11.1	Senior Zone Pl	122	-1
10.1	Junior Zone Pl	118 1/2	-1

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## LONDON STOCK EXCHANGE

## MARKET REPORT

## FT-SE 100 resilient in the face of US worries

By Steve Thompson,  
UK Stock Market Editor

Another tense trading session in UK equities closed with overall sentiment in London dented but not too severely damaged after the worrying overnight setback on Wall Street which reacted sharply to the deadlock over the US budget deficit.

The 91-point slide by the Dow Jones Industrial Average on Wednesday triggered an instant and sizeable mark-down of stocks in London, but the level of selling pressure, according to market-makers, was never more than light.

And with US markets opening in good shape at the outset of trading

yesterday, the general feeling in London was that UK equities could well make progress at the start of trading this morning. If the Dow maintained its early progress.

At the end of the session, the FT-SE 100 Index settled 16.6 off at 3,654.9, extending the decline in the index over the past three days to 55.7 points.

The FT-SE Mid 250 index marginally underperformed the premier index, retreating 24.2 to 4,015.3; over the past three days the Mid index has fallen 64.8 points.

Increased volatility was accompanied by a useful uptick in the volume of trading throughout the markets. Turnover at 6pm reached a

hefty 865.2m shares, the highest since before Christmas.

Once again, Forte, the hotel and restaurants group under siege from Granada, was the heaviest-traded stock with 40m shares changing hands, with many of the market's arbitrageurs involved in the stock as a cheap way into Granada. The latter have been pincered by some market observers as cheap.

Allied Colloids, the chemicals group, attracted similar turnover after a series of agency crosses, where brokers match buyers and sellers at the same price. Activity in Allied Colloids and Forte accounted for 10 per cent of market volume.

The Dow's downward lurch on

Wednesday, which saw the index drop around 100 points for the second time since the US budget deficit wrangle began to cause serious concern to investors, ensured a difficult opening throughout European equity markets.

London, additionally beset by the political worries surrounding the Conservative government's majority, made its expected poor start, but picked up to reach the day's best level, 3,660.6, in mid-morning.

Thereafter, dealers were on the alert for any attempted large-scale selling pressure, but this never materialised.

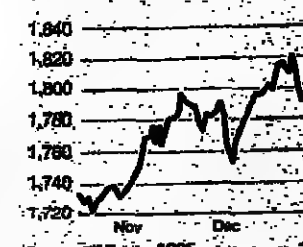
The Dow's good initial performance saw buyers begin to re-enter

the London market and there were suggestions after the close that domestic institutions had decided to put money into UK stocks to take advantage of the recent 60-point setback.

The market's resilience in the face of the Dow's weakness and hints that Goldman Sachs, one of the top US investment banks, had sold 1,500 FT-SE futures contracts, encouraged some of the buying. Rumours that General Electric, the US firm, was considering a bid for Ericsson of Sweden, helped produce late strength in British Aerospace, which has a 31 per cent stake in Orange, the cellular company, and Vodafone.

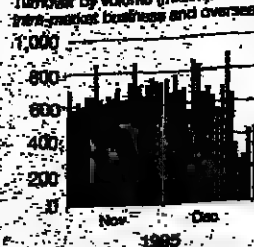
## FT-SE All-Share Index

Source: FT-SE 1995



## Equity shares traded

Turnover by volume (million). Excluding international business and overseas investor



## Indices and ratios

FT-SE 100	3654.9	-16.6
FT-SE Mid 250	4015.3	-24.2
FT-SE 350	1818.8	-8.8
FT-SE All-Share	1761.49	-8.42
FT-SE All-Share yield	3.82	(3.80)

## Best performing sectors

1 Retailers, Food	+1.0
2 Leisure & Hotels	+1.0
3 Diversified Industrials	+0.5
4 Transport	+0.3
5 Tobacco	+0.2

## Worst performing sectors

1 Oil, Integrated	-2.2
2 Media & Entertainment	-1.9
3 Oil Exploration	-1.8
4 Food Producers	-1.4
5 Building & Construct.	-1.3

## FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LFFSE) 225 per full index point

Open	Settle	Change	High	Low	Esc. vol	Open Int.
Mar	3650.0	3650.0	3650.0	3650.0	18	63454
Jun	3650.0	3650.0	3650.0	3650.0	1	1117

FT-SE Mid 250 INDEX FUTURES (LFFM) 210 per full index point

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## Arbs seek the next target

Now that the dust over the Forte-Granada battle seems to be settling, the hot money is moving on.

Senior traders who track abnormal movements in trading volumes believe that arbitrageurs have taken their profits from Sir Rocco Forte's empire.











**4 pm class January 7**

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## AMERICA

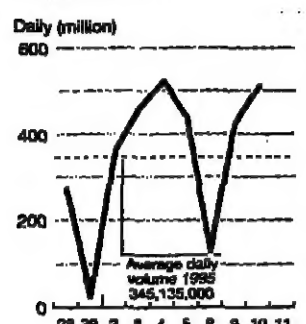
## Bonds, high-tech demand help spur Dow

## Wall Street

Gains in the bond market and renewed interest in technology companies helped shares recover from two days of sharp losses in midday trading, writes Lisa Bransford in New York.

At 1 pm the Dow Jones Industrial Average, which had fallen 164 points in the previous two sessions, was up 23.12 to 5,056.06. But the Standard & Poor's 500 was 0.01 easier at 800.49 and the American Stock Exchange composite lost 1.40 to 536.75. NYSE volume was heavy at 347m shares. The Nasdaq composite,

## NYSE volume



which has a 40 per cent weighting in technology companies, gained 15.35 to 1,005.56, reversing some of the 42 points it had fallen on Tuesday and Wednesday. The Pacific Stock Exchange technology index jumped nearly 3 per cent in early trading.

Shares received some support from bonds, which fell earlier this week on fears that politicians in Washington would not strike a deal to balance the federal budget.

At midday the benchmark

30-year Treasury had added about half a point to yield 6.152 per cent.

The rebound in technology shares came in spite of two pieces of bad news for the sector. First, Fidelity Investments reported that its Magellan Fund, the largest mutual fund in the US, had sharply lowered its technology holdings.

Then the Semiconductor Industry Association reported that the ratio of orders received to orders shipped, a key measure of industry demand, had fallen in December to 1.08, down from 1.10 in November.

But semiconductor companies were mostly stronger. Intel, which had fallen more than \$3 since Monday, added \$1 at \$56. Micron Technology was \$1 stronger at \$37.4 and Texas Instruments moved ahead \$2 to \$47.

Advanced Micro Devices gained \$1 at \$18 after reporting fourth-quarter earnings broadly in line with expectations.

J.P. Morgan, the only commercial bank in the Dow, added \$2 at \$76 after reporting fourth-quarter earnings of \$1.80 per share, 23 cents ahead of analysts' expectations.

Canada

Toronto turned back after a firm start, as investors took profits in sharply higher gold stocks, and by noon the TSX composite index was 4.52 softer at 4,778.53 in heavy volume of 41.8m shares.

Barrick Gold receded 0.1% to C\$38.50, Placer Dome C\$1 to C\$38.50, Echo Bay C\$3 to C\$38.50 and Franco-Nevada C\$4 to C\$38.50. Royal Oak Mines, however, held steady at C\$9.40 after it said that it had identified a new gold resource at an Ontario property.

Mexico tracks US

Mexican equities tracked the performance of Wall Street and by midsession the IPC index was up 20.45 to 2,994.70, but down from an earlier high of 3,003.88.

On Wednesday the market had resisted a sell-off within the region helped by a fall in domestic interest rates and the relative strength of the peso.

Dealers said that the market's short term target remained 3,100.

SAO PAULO recovered from Wednesday's drop and by early afternoon the Bovespa index

was up 901.23 or 2 per cent at 47,123. In the previous two sessions the index had fallen by 2.5 per cent in local currency terms, and analysts said there was room for another wave of profit-taking due to cumulative gains of 7.5 per cent since the beginning of the year.

Analysts noted that last year's launch of Telebras ADRs on the New York Stock Exchange had intensified the links between the Brazilian and the US markets.

Telebras accounts for more than 50 per cent of the bourse's daily volume.

S African golds at year's high

Johannesburg's gold shares shot up to a 12-month high on the back of a firmer bullion price, while industrials spent much of the session struggling to make up early losses.

The overall index rose 22.4 to a seventh consecutive record peak of 6,661.1, industrials lost 2.3 to 8,315.0 and golds surged 75.7 to 1,659.5.

Gold mines in the Anglo American stable led the market, with Western Deep climbing R7 to R155 and Vaal Reefs R22.50 to R317.50.

Analysts said that industrial shares shrugged off the broad declines seen on international markets on Wednesday and yesterday, with foreign invest-

## EUROPE

## Paris troubled as bourses recover early losses

Continental European markets recovered from opening losses and generally tracked the afternoon rise on Wall Street.

PARIS was a case in point, but the market was troubled by further evidence that companies were having difficulty in meeting analysts' projections for 1995. Lyonnaise des Eaux and its subsidiary GTM-Entreprise were major casualties on just such a story.

The parent, which fell FF14.40 to FF947.50, said that it now expected lower 1995 earnings than had previously been forecast, and that they could be below the 1994 level.

Analysts had been looking for 1995 net profits of some FF1.3bn, up from FF1.06bn. GTM, which dived FF30.20 or 8.7 per cent to FF73.8, expected 1995 to be in line with the year before.

The CAC-40 index slipped 12.26 to 1,897.85, off a session's low of 1,891.05, in average turnover of FF3.4bn.

Cap Gemini Societ went with the market, down FF1.30 to FF122.25, but trading was in a building pattern, said Mr Michel Diehl at Nomura in Paris, as the market awaited last night's news conference.

There were reports that the computer services company

would announce a merger with its parent company Sogeti, and perhaps seek a capital increase. Mr Diehl said that the market would be looking to see that, if this were the case, shareholders in Cap Gemini received equitable terms.

Eurotunnel fell back again, down 15 centimes to FF7.35, as the French government gave indications that it might not support plans for a bond issue.

FRANKFURT came off an early low of 2,316.12 to close with the Dax index 8.33 down at an all-time low of 2,338.98. Its strengths, once again, were

mostly in cyclical, although the blue chip leader Hoechst, up another DM5.50 at DM41, got there partly because of the reduced contribution that bulk chemicals are expected to make to its earnings in future.

On Hoechst, Mr Hans-Peter Wodnick at Credit Lyonnais in Frankfurt said that the appointment of Mr Jürgen Dornmann as chairman last April had brought an emphasis on value for shareholders; and that restructuring, and the acquisition and integration of the Marion Merrell Dow drugs acquisition, remained the main reasons for the recent Hoechst upgrading.

Turnover was virtually unchanged at DM9.4bn. Banks performed especially poorly, partly because of Wednesday's market downgrade: Dresdner fell 65 pf to DM37.64; but Commerzbank and Bayernnypoll fell DM3.70 to DM34.40 and 31 pf to DM36.49 respectively, linked with a Hamburg newspaper story which said that a north German property investor faced bankruptcy with debts of up to DM1bn.

Other weak points included the tyre maker Continental, down 50 pf to DM21.45 on profit-taking after a two-day gain of DM1.23; investors had

casualties, losing 8 cents to A\$8.55. SINGAPORE rebounded from morning weakness as London and European funds bought blue chips.

The Straits Times Industrial index picked up 7.38 points to 2,389.65.

Bonanza Holdings, the property company, appreciated 3 cents to S\$1.61 in further active trade. The company has yet to answer a query from the exchange on sharp increases in share price and volume.

SPP, the construction company, rose 7 cents to S\$1.09 on renewed takeover rumours.

MANILA recovered from a weak opening to close slightly firmer on selective buying, and bringing a four-day losing streak to an end.

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Plutonic led miners, rising 57 cents to A\$7.45, followed by Newcrest Mining, up 38 cents at A\$6.62. The All Mining index moved up 18.50 to 1,032.50.

Western Mining went in the opposite direction on brokers' downgrades of earnings fore-

cast, losing 8 cents to A\$8.55. SINGAPORE rebounded from morning weakness as London and European funds bought blue chips.

The Straits Times Industrial index picked up 7.38 points to 2,389.65.

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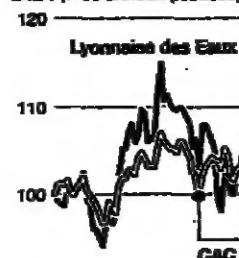
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## Lyonnaise des Eaux

Share price & index (rebased)



Source: FT Data

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Lyonnaise des Eaux

most in cyclical, although the blue chip leader Hoechst, up another DM5.50 at DM41, got there partly because of the reduced contribution that bulk chemicals are expected to make to its earnings in future.

On Hoechst, Mr Hans-Peter Wodnick at Credit Lyonnais in Frankfurt said that the appointment of Mr Jürgen Dornmann as chairman last April had brought an emphasis on value for shareholders; and that restructuring, and the acquisition and integration of the Marion Merrell Dow drugs acquisition, remained the main reasons for the recent Hoechst upgrading.

Turnover was virtually unchanged at DM9.4bn. Banks performed especially poorly, partly because of Wednesday's market downgrade: Dresdner fell 65 pf to DM37.64; but Commerzbank and Bayernnypoll fell DM3.70 to DM34.40 and 31 pf to DM36.49 respectively, linked with a Hamburg newspaper story which said that a north German property investor faced bankruptcy with debts of up to DM1bn.

Other weak points included the tyre maker Continental, down 50 pf to DM21.45 on profit-taking after a two-day gain of DM1.23; investors had

casualties, losing 8 cents to A\$8.55. SINGAPORE rebounded from morning weakness as London and European funds bought blue chips.

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## FT-SE Actuaries Share Indices

THE EUROPEAN SERIES

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Jan 6

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Jan 4

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Dec 31

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